

10

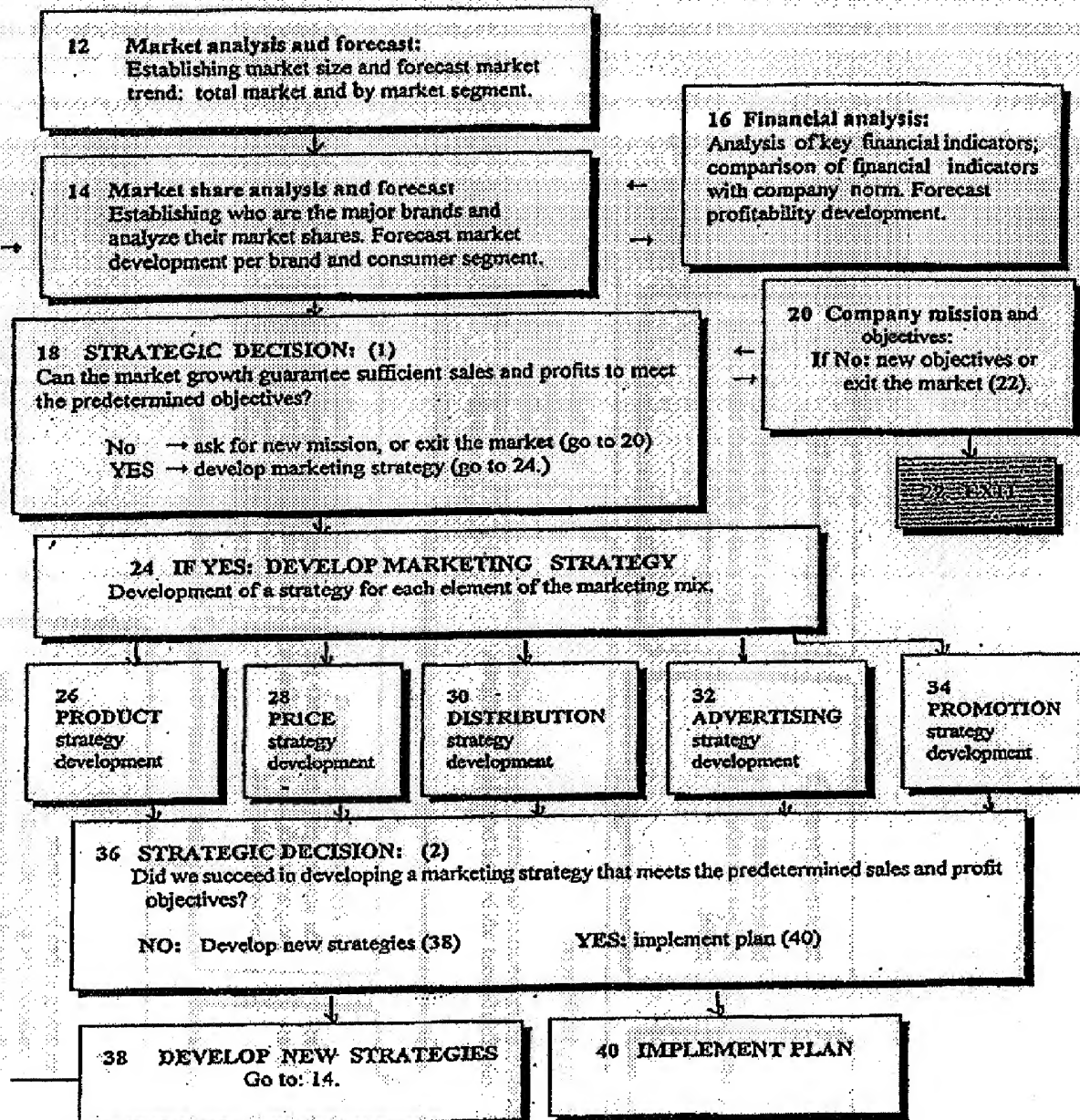


Fig. 1

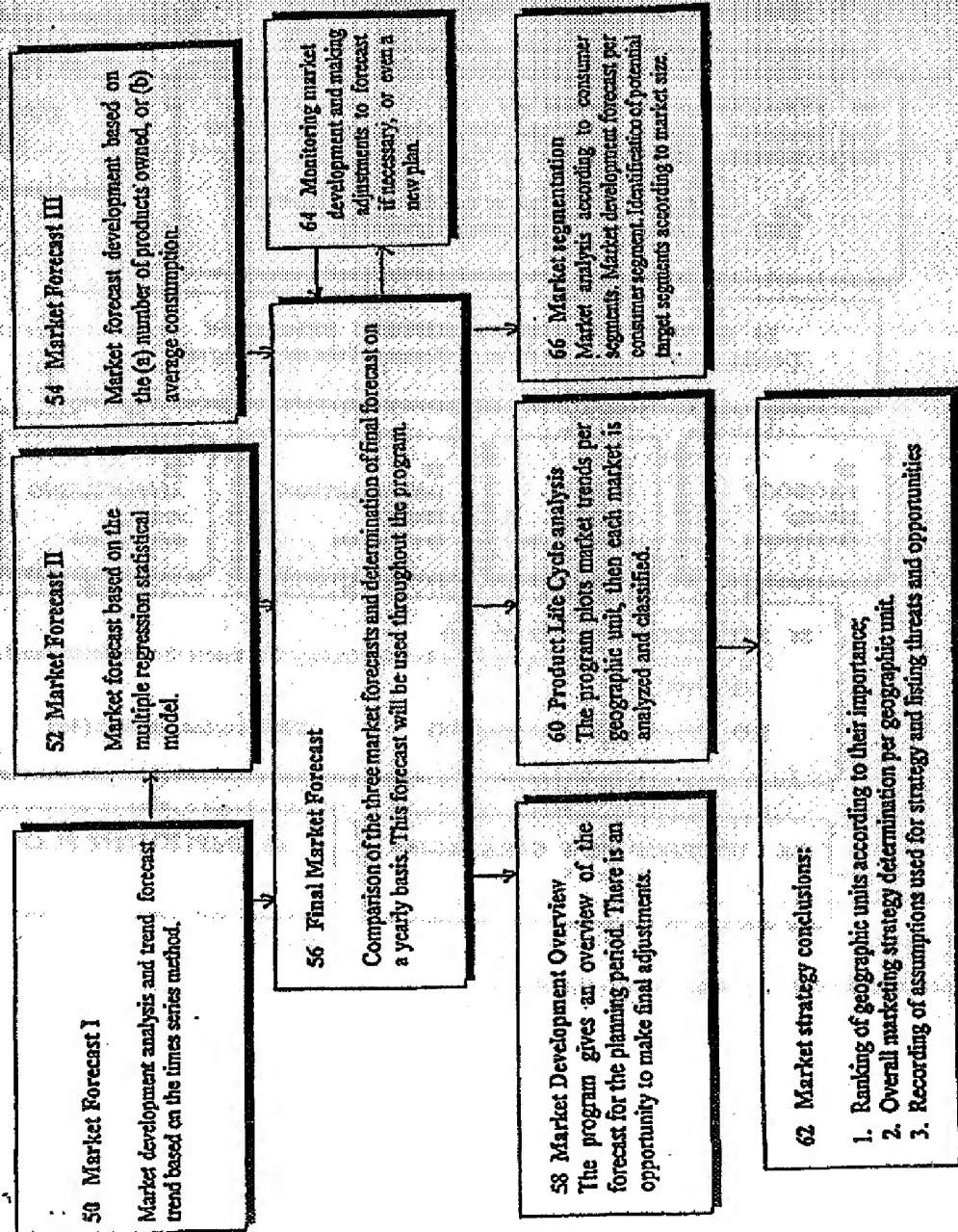


Fig. 2.

14

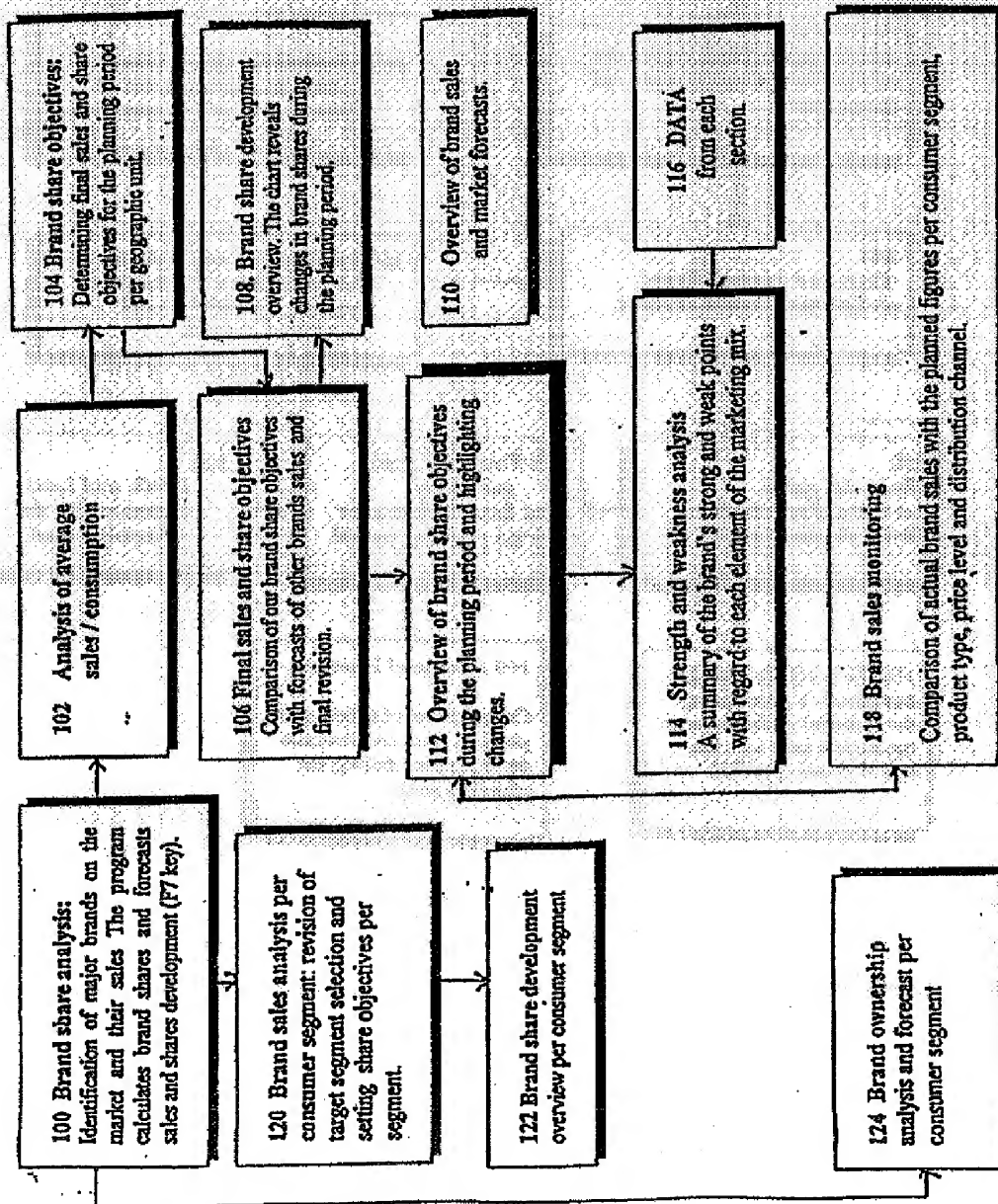


Fig. 3.

16

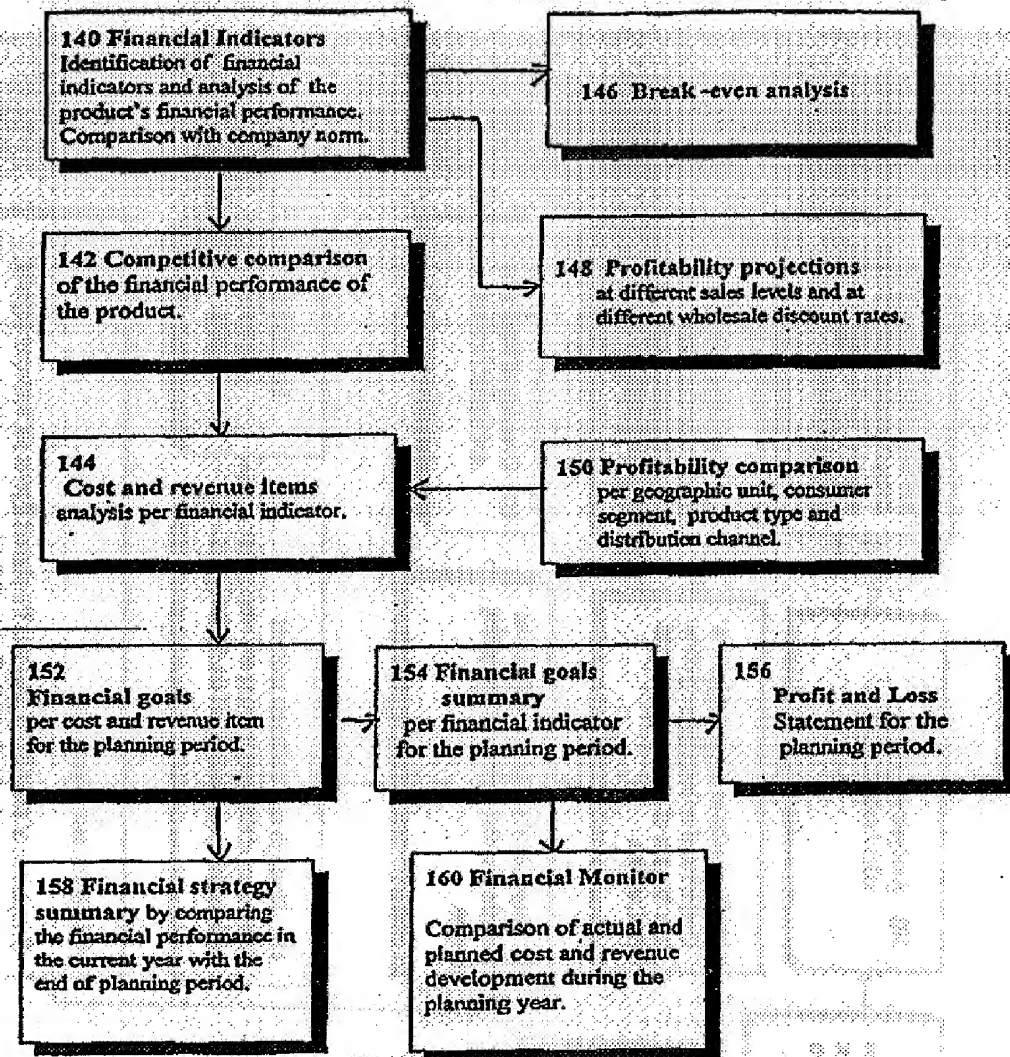


Fig. 4

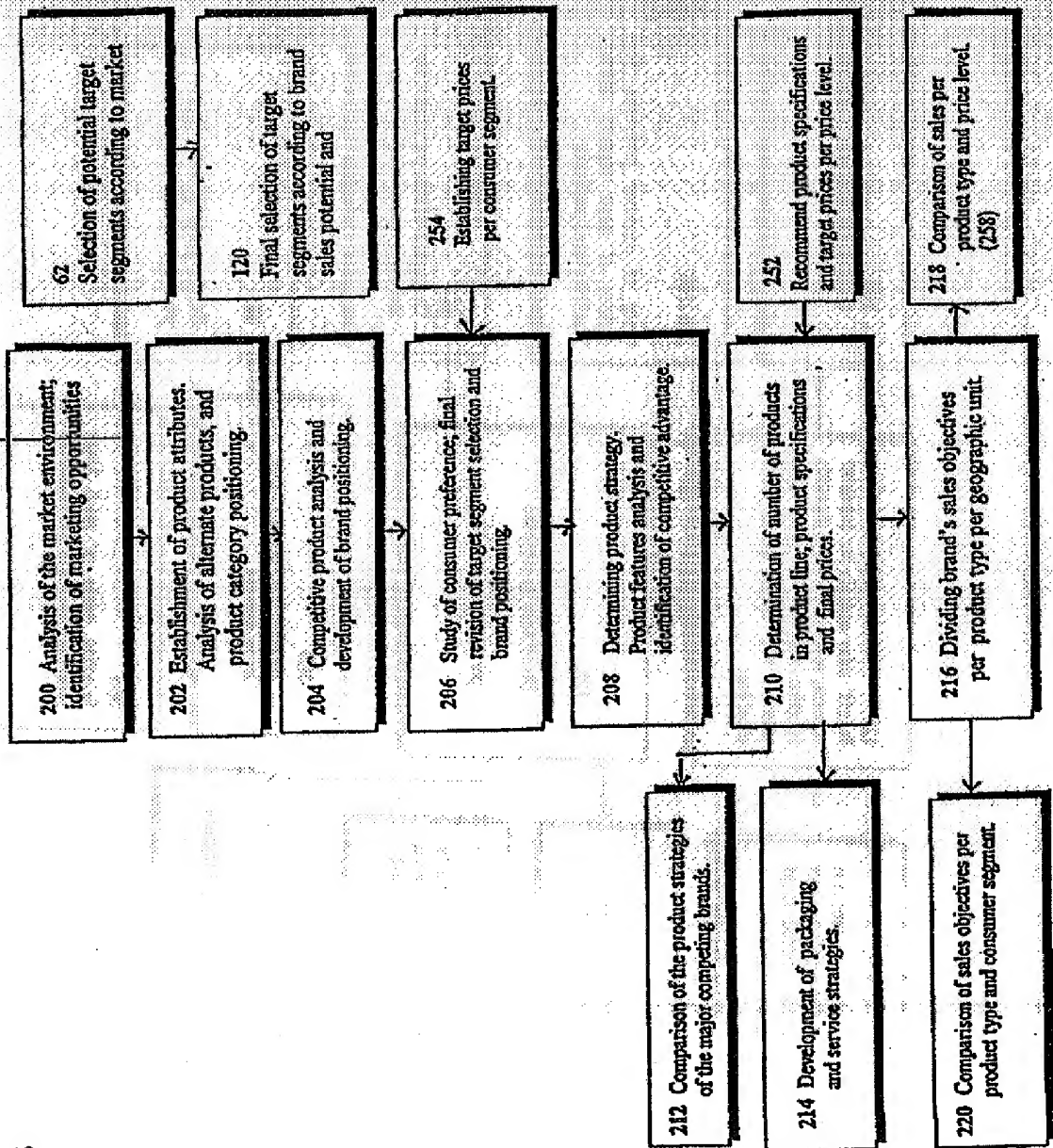


Fig. 5

26B

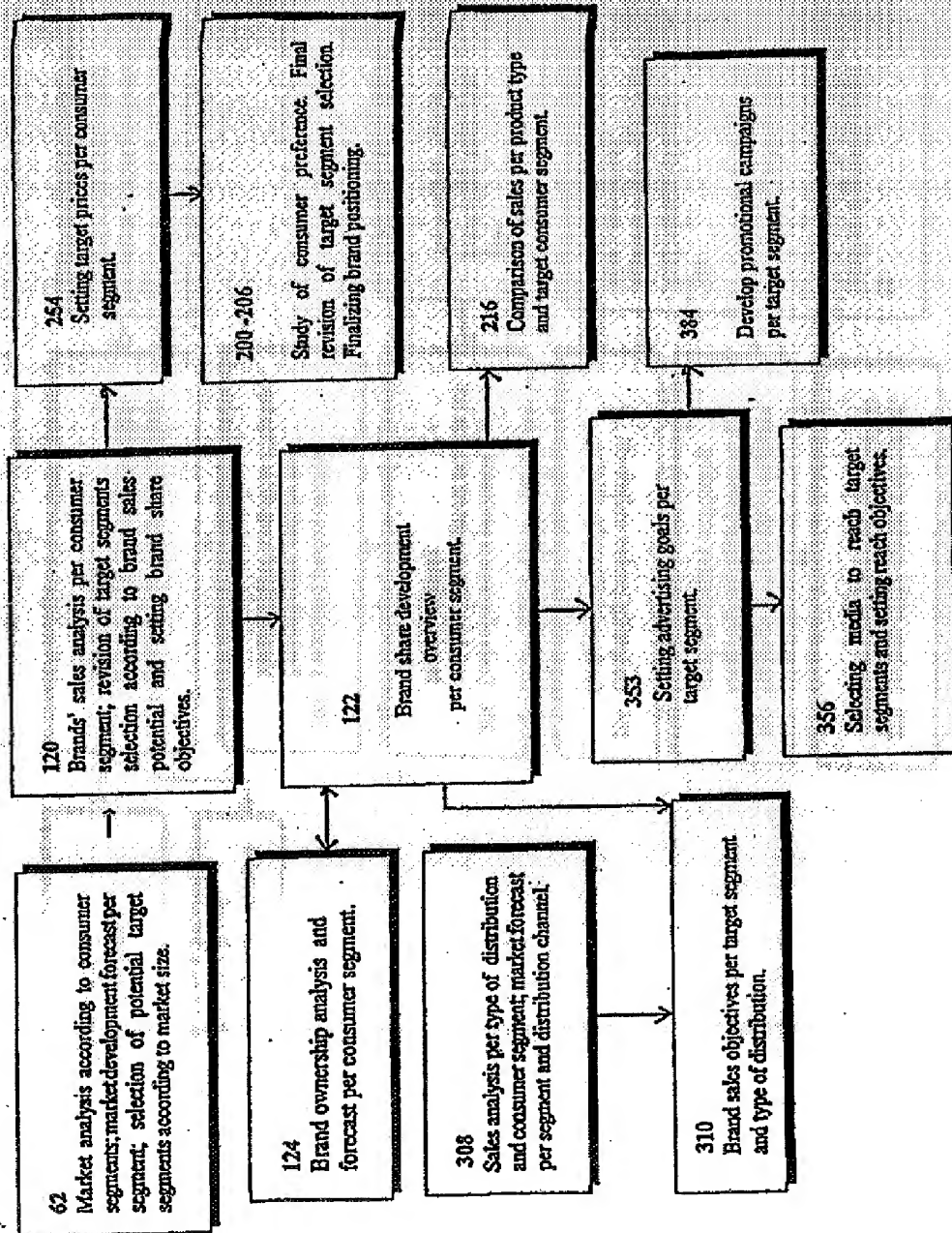


Fig. 6

28

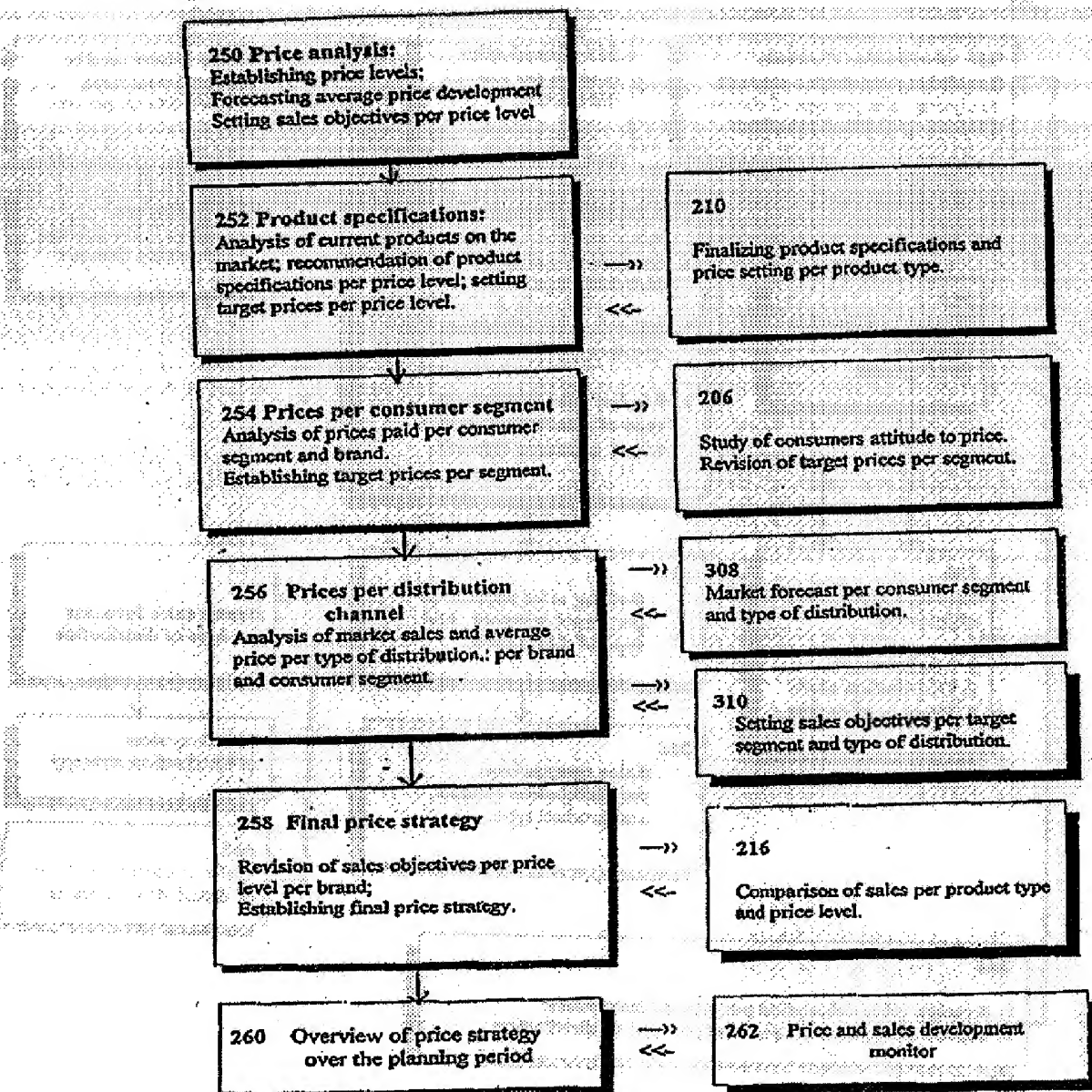


Fig. 7

30

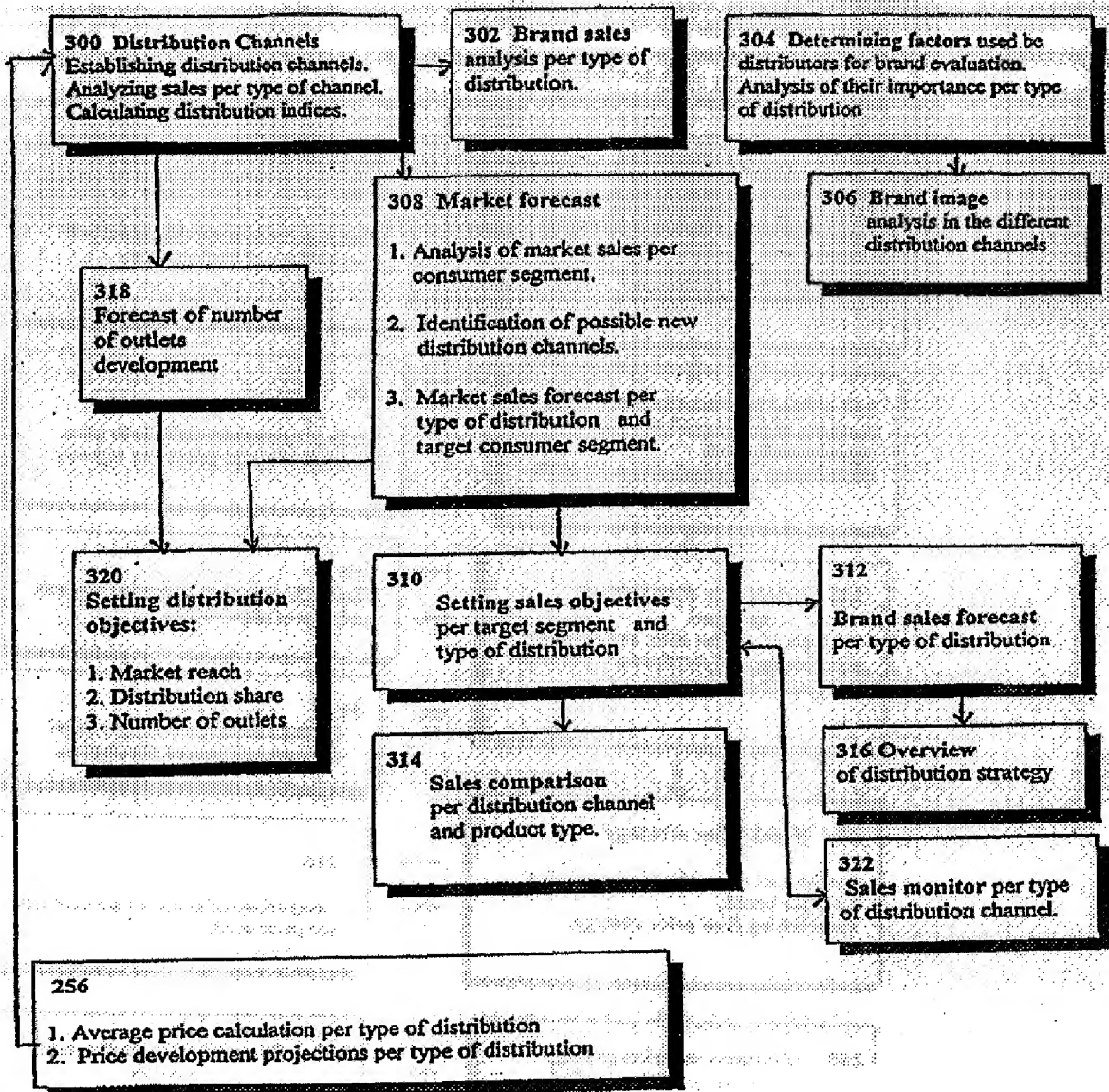


Fig. 8

Fig. 1 Block 32

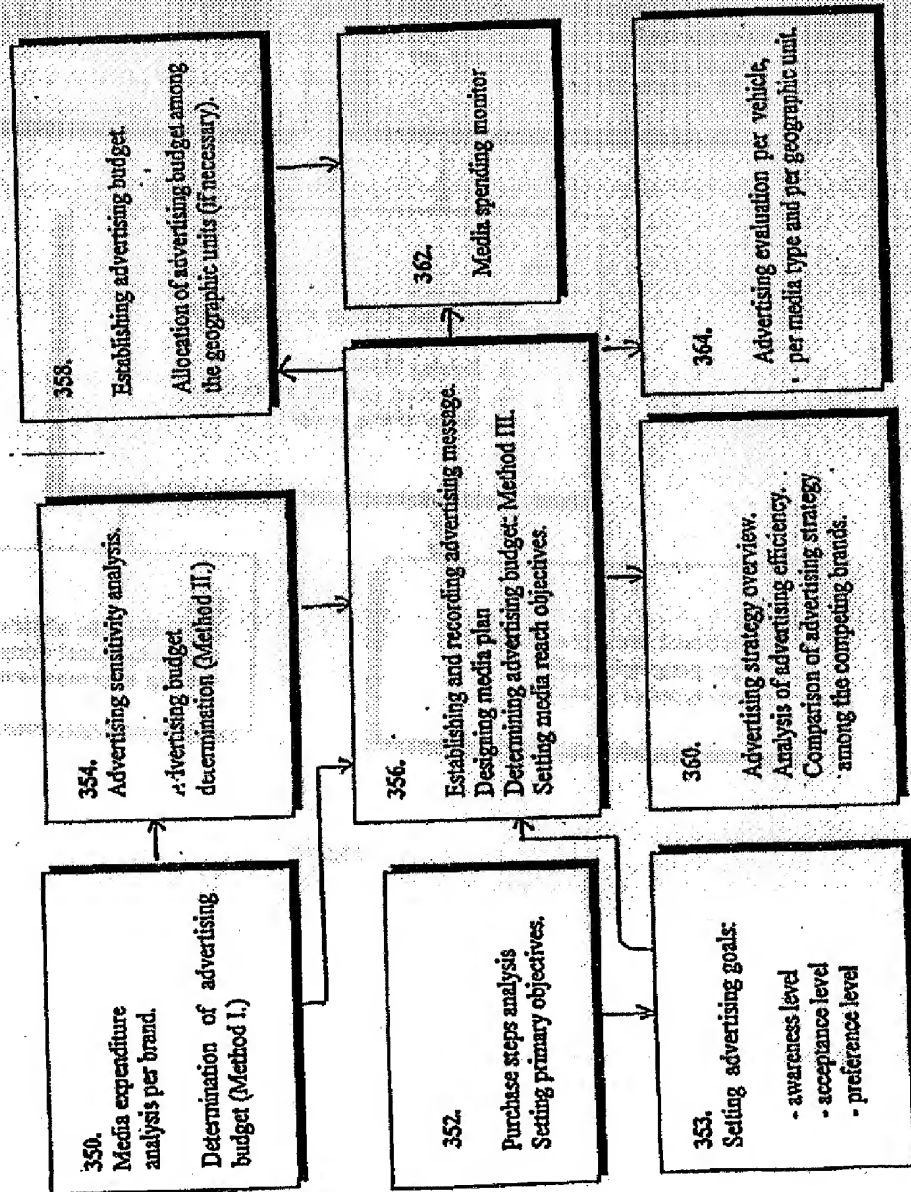


Fig. 9

Fig. 1 Block 34.

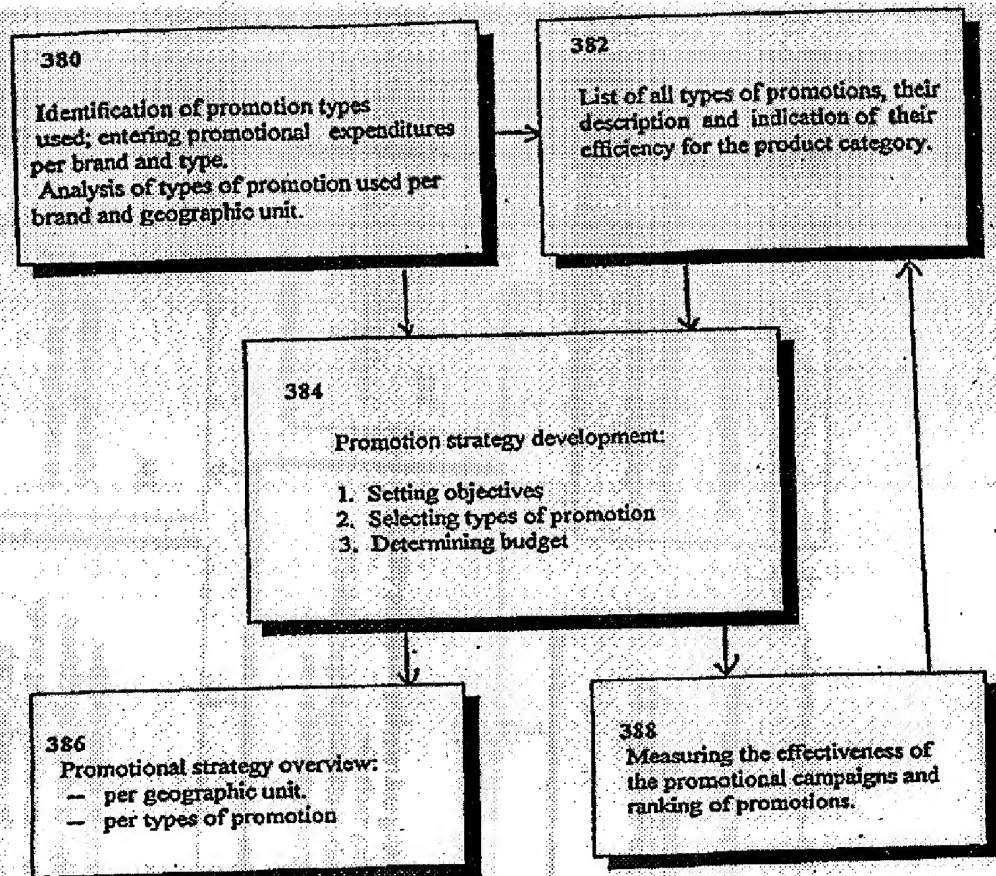


Fig. 10

MARFIN: THE MARKETING CONSULTANT²

400	402	404	406	408	410	412	414	416
Explains the marketing task, and how the chart works	unit's switch	Information needed list	List of assumptions	List of strategic options	List of conclusions	Forecast I	Section flowchart	Chart explanation
F1	F2	F3	F4	F5	F6	F7	F8	F9

Pre-designed chart to perform a certain marketing task = the working platform of the planner

422	424	426
Ctrl-M, Ctrl-Pg up, Ctrl-Pg down	Ctrl-S	Ctrl-G
Brings up a small menu with enables the planner to move around the charts by typing in the chart number.	Brings up the subchart menu belonging to the main chart. The subcharts rearrange the numbers entered in the main chart so as to reveal their marketing meaning.	Brings up the menu of the graphs belonging to the main chart. The graphs show trends and help design strategy.

430 Shift F1 - F10 keys vary with charts. They have two main functions:

- (a) Help change the variables in the main chart, (like F2 changes geographic units), or
- (b) Help customize the chart

FIG. 11

Fig. 12a

MARKET DEVELOPMENT - FORECAST I

Geographic Units	Past Year		Past Year		Future Year		Future Year	
	Consumer Demand	Growth Rate %	Consumer Demand	Growth Rate %	Consumer Demand	Growth Rate %	Consumer Demand	Growth Rate %
	Col. 1	Col. 2	Col. 1	Col. 2	Col. 3	Col. 4	Col. 3	Col. 4
TOTAL Market								

Fig. 12b

GROWTH RATE COMPARISON

Geographic Units	Year			Year		
	Growth Rate Units %	Growth Rate Dollars %	Difference	Growth Rate Units %	Growth Rate Dollars %	Difference
	Col. 1	Col. 2	Col. 3			
TOTAL Market						

Fig. 12c

MARKET DEVELOPMENT - FORECAST II

Geog. Unit	Year	Year	Year	Future Year	Future Year	Future Year	Future Year
	Col. 1	Col. 2					
Market Development							
Influencing Factors							
Factor I							
Factor II							

(Units)

Factor III

[illegible]

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000
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Fig. 12d

NUMBER OF PRODUCT OWNERS AND SATURATION DEGREES

Cons. Seg.

Geog. Units	Year			Year		
	Consumer Base (000)	Product Owners (000)	Saturation Degree %	Consumer Base (000)	Product Owners (000)	Saturation Degree %
	Col.1	Col.2	Col.3			
TOTAL Market						

Fig. 12e

AVERAGE CONSUMPTION

Cons. Seg.

GEOG. UNITS	YEAR			YEAR		
	Consumer (000)	Average Consumption	Sales (000)	Consumer (000)	Average Consumption	Sales (000)
	Col.1	Col.2	Col.3			
TOTAL Market						

Fig. 12f

MARKET PENETRATION FORECAST

(000)

Geog. Units	Year					
	Consumer Base (000)	Products Owned	Penetration Degree %	Consumer Base (000)	Products Owned	Penetration Degree %
	Col.1	Col.2	Col.3			
TOTAL						

SUBSTITUTE SHEET (RULE 26)

Fig. 14i
PRODUCT PROFITABILITY
Year

Geog. Unit							
FINANCIAL INDICATORS		Product Type I		Product Type II		Product Type III	
		\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES			100		100		100
Cost of Goods	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE							
Revenue Adjustments							
NET REVENUE							
Marketing Expense							
Selling Expense							
Other Direct Expenses							
TOTAL DIRECT EXP.							
BRAND CONTRIBUTION							
BUSINESS INCOME							

w/a = without allocations

Fig. 14j
PROFITABILITY COMPARISON PER CONSUMER SEGMENT
Year

Geog. Unit							
FINANCIAL INDICATORS		Total		Segment I		Segment II	
		\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES			100		100		100
Cost of Goods	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE							
Revenue Adjustments							
NET REVENUE							
Marketing Expense							
Selling Expense							
Other Direct Expenses							
TOTAL DIRECT EXP.							

BRAND CONTRIBUTION						
BUSINESS INCOME						

w/a = without allocations

Fig. 14k

PROFITABILITY COMPARISON PER DISTRIBUTION CHANNEL

Geog. Unit	FINANCIAL INDICATORS	Total		Channel I		Channel II	
		\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
	SALES		100		100		100
	Cost of Goods Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
	REVENUE						
	Revenue Adjustments						
	NET REVENUE						
	Marketing Expense						
	Selling Expense						
	Other Direct Expenses						
	TOTAL DIRECT EXP.						
	BRAND CONTRIBUTION						
	BUSINESS INCOME						

w/a = without allocations

Fig. 141
GOALS PER COST ITEM

Geog. Unit	Product Type		(\$000)			
	CURRENT YEAR		YEAR		YEAR	
	\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES		100		100		100
COST OF GOODS Col.1	Col.2	(Col.3)	Col.4	Col.5	Col.6	Col.7
REVENUE						
ADJUSTMENTS						
Adjustment I						
Adjustment II						
NET REVENUE						
MARKETING EXPENSE						
Advertising						
Promotion						
Market Research						
Other						
SELLING EXPENSE						
Sales Force						
Administration						
Other						
OTHER DIRECT EXP.						
Expense I						
Expense II						
Expense III						
INDIRECT EXPENSES						
Expense I						
Expense II						
ALLOCATIONS						
Allocation I						
BUSINESS INCOME						
HURDLE RATE						

Fig.14 m
GROWTH RATE PER COST/REVENUE ITEM

19/97
SUBSTITUTE SHEET (RULE 26)

Fig. 14n
GOALS PER KEY FINANCIAL INDICATOR

Geog. Unit		Product Type:					
FINANCIAL INDICATORS	CURRENT YEAR		YEAR		YEAR		
	\$ (000)	Growth Rate %	\$ (000)	Growth Rate %	\$ (000)	Growth Rate %	
SALES Col.1	Col.2	Col.3	Col.4	Col.5			
Cost of Goods							
REVENUE							
Revenue Adjustments							
NET REVENUE							
Marketing Expense							
Selling Expense							
Other Direct Exp.							
TOTAL DIRECT EXP.							
BRAND CONTRIBUTION							
Indirect Expenses							
TOTAL EXPENSES Without Allocations							
PROFIT/LOSS							
Allocations							
TOTAL EXPENSES							
BUSINESS INCOME							

Fig. 14o
GROWTH RATE ANALYSIS: Geographic units

Financial Indicators:					Product Type:			
Geog. Units	Current year		year		year		year	
	\$ (000)	Growth %	\$ (000)	Growth %	\$ (000)	Growth %	\$ (000)	Growth %
Col.1	Col.2	Col.3	Col.4	Col.5				
Total								

Fig. 14p

PROFIT AND LOSS STATEMENT

Geog. Unit		Product Type:					
FINANCIAL INDICATORS	CURRENT YEAR		YEAR		YEAR		
	(\$1000)	(\$1000)	(\$1000)	(\$1000)	(\$1000)	(\$1000)	
SALES		100		100		100	
Cost of Goods Col.1	Col.2	Col.3	Col.4	Col.5			
NET REVENUE							
Marketing Expense							
Selling Expense							
Other Direct Exp.							
TOTAL DIRECT EXP.							
BRAND CONTRIBUTION							
Indirect Expense							
TOTAL EXPENSES Without Allocations							
Business Income b/allocations							
Allocations							
TOTAL EXPENSES							
BUSINESS INCOME							
% Change in R.O.S.							
% Change in Sales							
% Change in Br. Contr.							
% Change in B. Income							

b/allocations. = before allocations

Br. Contr. = Brand Contribution

R.O.S = Return on Sales = (Business Income / Sales)*100

Fig. 14r
SUMMARY OF FINANCIAL STRATEGY

Geog. Unit		CURRENT YEAR		PREVIOUS YEAR		CHANGE		GROWTH RATE
		\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales	
SALES			100		100		100	
Cost of Goods	Col1	Col2	Col3	Col4	Col5	Col6	Col7	Col8
NET REVENUE								
Marketing Expense								
Selling Expense								
Other Direct Exp.								
TOTAL DIRECT EXP								
BRAND CONTRIBUTION								
Indirect Expense								
TOTAL EXPENSES Without Allocations								
BIN before Allocations								
Allocations								
TOTAL EXPENSES								
BUSINESS INCOME								

Fig. 14s
FINANCIAL MONITOR

Geog. Unit	YEAR/Period	Product Type:				Distr. Channel:		(\$000)	
Financial Indicators	Year-to-Date					Period:			
	Plan	Actual	Difference		Value	Total	Difference		
			\$	%			\$	%	
SALES	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Cost of Goods									
REVENUE									
Revenue Adjustments									
NET REVENUE									
Marketing Expense									
Selling Expense									
Other Direct Expenses									
Total Direct Exp.									
BRAND CONTRIBUTION									
BUSINESS INCOME									

Fig. 14v
MONITOR PER GEOGRAPHIC UNIT

Year/Period:	Financial Indicators:		Product Type:		Distr.Channel:		(\$000)		
Geographic Units	Year-to-Date:				Period:				
	Plan	Actual	Difference		Plan	Actual	Difference		
			#	%			#	%	
Geog. Unit I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Geog. Unit II									
Geog. Unit III									
Geog. Unit IV									
TOTAL									

Fig.15a

MARKET ENVIRONMENT ANALYSIS

Geog. Unit		Year				
SUBMARKETS	Consumer Base		Market		Market/Consumer	SELECTION
	\$ (000)	%	\$ (000)	%	%	
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
2.						
3.						
4.						
5.						
BASE						

X = The same product category Y = new product category Z = Competitive threat

Fig. 15b

RANKING OF SUBMARKETS

Geog. Unit		Year	
NUMBER OF CONSUMERS		MARKET SIZE	
SUBMARKETS	# 000	SUBMARKETS	\$(000)
1. Col.1	Col.2	1. Col.3	Col.4
2.		2.	
3.		3.	
4.		4.	
5.		5.	

SUBMARKET/CONSUMER	
SUBMARKETS	%
1. Col.5	Col.6
2.	
3.	
4.	
5.	

Also in units.

Fig.15c

DEVELOPMENT OF

Geog. Unit								
Submarket	Past Year		Past Year		Future Year		Future Year	
	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %
Col.1	Col.2	Col.3						
TOTAL								

Fig. 15d

..... PER GEOGRAPHIC UNIT

Submarket								
Geographic Unit	Past Year		Past Year		Future Year		Future Year	
	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %
Col.1	Col.2	Col.3						
TOTAL								

Fig. 15e

PRODUCT ANALYSIS

Geog. Unit	Year	Cons. Segment			Scale: 5-1		
		The Product	Alternative Product I	Alternative Product II	Better	Y/N	Rank
1. Consumer Need	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
1.1 Attribute							
1.2 Attribute							
2. Consumer Need							
2.1 Attribute							
2.2 Attribute							
No. of Consumers (000)							
Market Size (000)							

Scale = 5 excellent 4-3-2 = acceptable 1 = not acceptable
 Y/N = yes/no market opportunity = there is a market opportunity if there is no alt.
 Product with a valuation of (5)

Fig. 15f

RANKING OF PRODUCTS

Geog. Unit		Year	Cons. Segment			Scale: 1-5		
Product Attribute (1)			Product Attribute (2)			Product Attribute (3)		
Products	Y/N	Score	Products	Y/N	Score	Products	Y/N	Score
1. Col.1	Col.2	Col.3	1.			1.		
2.			2.			2.		
3.			3.			3.		
4.			4.			4.		

Fig. 15g

RANKING OF PRODUCT ATTRIBUTES

Geog. Unit			Year			Cons. Segment			Scale: 1-5		
The Product			Alternate Product I			Alternate Product II					
Attributes	Y/N	Score	Attributes	Y/N	Score	Attributes	Y/N	Score			
1. Col.1	Col.2	Col.3	1.			1.					
2.			2.			2.					
3.			3.			3.					
4.			4.			4.					

Fig. 15h

COMPETITIVE ANALYSIS

Geog. Unit		Year		Cons. Segment			Scale: 5-1	
Product Attributes		Alternate Products	The Brand	Brand I	Better	Y/N	Rank	Competitive Advantage
Attribute (1)	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
Attribute (2)								
Attribute (3)								
Attribute (4)								
Market Shares (%)								

Scale = 5 excellent 4-3-2 = acceptable 1 = not acceptable
 Y/N = yes/no market opportunity = there is a market opportunity if there is no alt.
 Product with a valuation of (5)

Fig. 15i

RANKING OF BRANDS

Geog. Unit			Year			Cons. Segment			Scale: 1-5		
Product Attribute (1)			Product Attribute (2)			Product Attribute (3)					
Brands	Y/N	Score	Brands	Y/N	Score	Brands	Y/N	Score			
1. Col.1	Col.2	Col.3	1.			1.					
2.			2.			2.					
3.			3.			3.					
4.			4.			4.					

Fig. 15j

RANKING OF PRODUCT ATTRIBUTES

Geog. Unit			Year			Cons. Segment			Scale: 1-5		
Brand I			Brand I			Brand II					
Attributes	Y/N	Score	Attributes	Y/N	Score	Attributes	Y/N	Score			
1. Col.1	Col.2	Col.3	1.			1.					
2.			2.			2.					
3.			3.			3.					
4.			4.			4.					

Fig.k

CONSUMER PREFERENCE ANALYSIS

Geog. Unit			Year			Scale: 1-5		
Consumer Base			Segment I			Segment II		
(000)			(000)			(000)		
Size of Segment Col.1	Col.2	100 Co. 3	Col.4	100 Col.5		100		100
Current Consumers								
Potential Consumers								
Product Attributes								
Price								
Target Segments								

Scale: (5) = very important (1) = not important at all

Fig.15 l

RANKING OF CONSUMER PREFERENCE

Geog. Unit	Year		Scale: 1-5		
(Consumer Base)	Scores	Segment	Scores	Segment	Score
1. Attribute		1.		1.	
2. Col.1	Col.2	2.		2.	
3.		3.		3.	
4.		4.		4.	
5.		5.		5.	

Fig. 15m

PRODUCT POSITIONING OVERVIEW

GEOGRAPHIC UNIT:

YEAR:

Brand Positioning

Segment Positioning

Combined

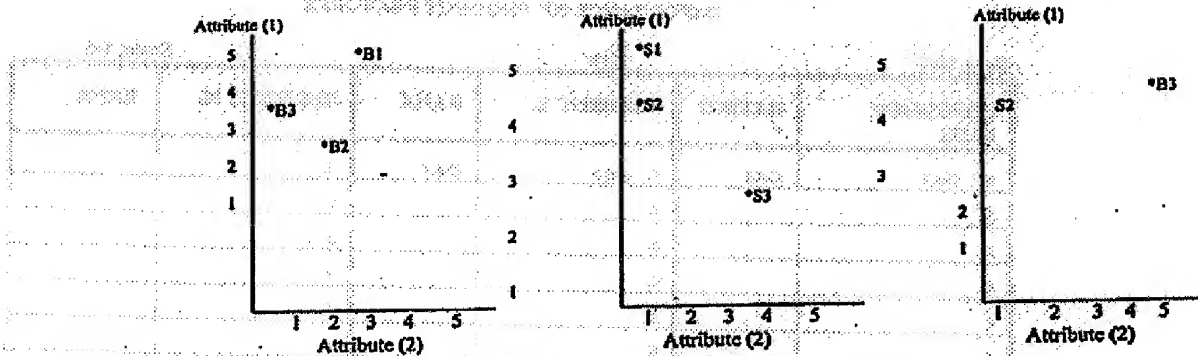


Fig. 15n

PRODUCT FEATURES ANALYSIS

Geog. Unit		Year	Consumer Segment		Scale: 1-5	
PRODUCT ATTRIBUTES/ FEATURES	Alternative Products	BRAND EVALUATION		Conclusions		
		The Brand	Brand I	Brands	Score	Y/N
1. ATTRIBUTE (1) Col1	Col2	Col3	Col4	Col5	Col6	Col7
1.1 Feature						
1.2 Feature						
2. ATTRIBUTE (2)						
2.1 Feature						
2.2 Feature						
3. ATTRIBUTE (3)						
3.1 Feature						
3.2 Feature						
Number of Products						

Scale = 5 excellent 4-3-2 = acceptable 1 = not acceptable

Y/N = yes/no marketing opportunity = there is a marketing opportunity, if no brand (or alternative product) received (5) valuation.

Fig. 15o

IMPORTANCE OF PRODUCT FEATURES

Geog. Unit		Year		Scale: 1-5	
CONSUMER BASE	RATING *	SEGMENT I	RANK	SEGMENT II	RANK
1. Col1	Col2	1. Col3	Col4	1.	
2.		2.		2.	
3.		3.		3.	
4.		4.		4.	
5.		5.		5.	
6.		6.		6.	
7.		7.		7.	

* The highest rating the feature received.

Fig. 15p
PRODUCT FEATURES ANALYSIS PER BRAND

Geog. Unit	car	Brand	Consumer Segment	Scale: 1-5	
PRODUCT FEATURES NEEDED IN ORDER TO BE					
1. Equal to: Brand			2. Superior to: Brand		
Product Features	Rating	Rating Needed	Product Features	Rating	Rating Needed
1. Col1	Col2	Col3	1. Col4	Col5	Col6
2.			2.		
3.			3.		
4.			4.		
5.			5.		
6.			6.		
Number of Products:			Number of Products:		

Fig. 15r

COMPETITIVE EVALUATION

Geog. Unit	Year	Brand	Consumer Segment	Scale: 1-5	
STRATEGY: Equal (Superior)			Target Rating	COMPETITIVE ADVANTAGE	
Product Features	Rating	Rating Needed			
1. Col1	Col2	Col3	Col4	Col5	
2.					
3.					
4.					
5.					
6.					
Number of Products:					

Fig. 15s

PRODUCT LINE DEVELOPMENT

Geog. Unit		Year		Scale: 1-5	
TOTAL MARKET		PRODUCT 1			
Product Features	Rating	Price	Consumer Segment	Final Product Specification	Rating
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
2.					
3.					
4.					
5.					
6.					
7.					
8.					
Target Price \$					

Fig. 15t

FINAL PRODUCT SPECIFICATIONS

Geog. Unit		Year		Number of Products:	
— PRODUCT I —		— PRODUCT II —		— PRODUCT III —	
Product Features	Rating	Product Features	Rating	Product Features	Rating
1. Col.1	Col.2	1.		1.	
2.		2.		2.	
3.		3.		3.	
4.		4.		4.	
5.		5.		5.	
6.		6.		6.	
7.		7.		7.	
8.		8.		8.	
Segment / Price					

Fig. 15u

PRODUCT TYPE INTRODUCTIONS

Geographic Units	Year			Year		
	Product I	Product II	Product III	Product I	Product II	Product III
Col.1	Col.2	Col.3	Col.4			
TOTAL						
Target Price						
Introduction Date						

Fig. 15v

COMPETITIVE PRODUCT OVERVIEW

GEOG. UNIT		YEAR	PRODUCT TYPE		
PRODUCT/ BRAND	TARGET SEGMENT	CONSUMER NEED / POSITIONING	PRODUCT FEATURE	REASON	ADVERTISING MESSAGE
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6

Fig. 15w

PACKAGING/SERVICE STRATEGIES

GEOG. UNIT	YEAR	PRODUCT I
I. PACKAGING STRATEGY 1		
1. CONCEPT: 2		
2. SIZE: 3		
3. SHAPE: 4		
4. MATERIAL: 5		
5. COLOR: 6		
6. DESIGN/TEXT: 7		
7. BRAND MARK: 8		
8. LABELING: 9		
II. CUSTOMER SERVICE STRATEGY 10		

Fig. 15x

SALES PER PRODUCT TYPE AND FORECAST

BRAND GEOGRAPHIC UNITS	YEAR						(UNITS 00)*		
	BRAND TOTAL			PRODUCT I			PRODUCT II		
	#	%	Share %	#	%	Share %	#	%	Share %
Col.1	Col.2	Col.3	100 Col.4	Col.5	Col.6	Col.7			
			100						
			100						
REMAINDER			100						
TOTAL		100	100		100			100	
MARKET Share									
PRICE \$									

*Also in dollars

Fig. 15y

BRAND SHARES PER PRODUCT TYPE

PRODUCT Geographic Units	YEAR						UNITS (00)			
	Our brand		Brand I		Brand II		Remainder		Total Market	
	#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	100 Col.11
										100
										100
										100
Remainder										100
TOTAL										100

Fig. 15z

SALES OBJECTIVE DEVELOPMENT PER PRODUCT TYPE

GEOG. UNIT	YEAR		BRAND			(UNITS 00)		
PRODUCTS	TOTAL MARKET		— BRAND SALES —					
	#	%	PRICE I	PRICE II	PRICE III	TOTAL #	%	Share %
PRODUCT I Col1	Col2	Col3	Col4	Col5	Col6	Col7	Col 8	Col9
PRODUCT II								
PRODUCT III								
TOTAL		100					100	
BRAND SHARES PER PRICE LEVEL								

*Also in dollars

Fig. 15 aa

SALES COMPARISON PER CONSUMER SEGMENT AND PRODUCT TYPE

BRAND	YEAR		(UNITS 00)*					
GEOGRAPHIC UNITS	PRODUCT I		SEGMENT I		PRODUCT II		SEGMENT II	
	#	Share%	#	Share%	#	%	#	Share%
Col1	Col2	Col3	Col4	Col5	Col6	Col7	Col8	Col9
REMAINDER								
TOTAL								
MARKET SHARE								
PRICE								

* Also in dollars

Fig. 16a
PRICE SEGMENTATION PER PRICE LEVEL

Geog. Unit	Year			Consumer Segment			(Units)		
PRICE LEVEL	M A R K E T			B R A N D			R E M A I N D E R		
	#	%	Share %	#	%	Share %	#	%	Share %
Price Level I Col.1	Col.2	Col.3	100 Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
Average Price \$									
Price Level I			100						
Average Price \$									
Price Level I			100						
Average Price \$									
T O T A L		100	100		100			100	
Average Price \$									

Also in dollars

Fig. 16b
RANKING OF BRANDS PER PRICE LEVEL

Geog. Unit		Year		Consumer Segment		(Units)	
MARKET		PRICE LEVEL I		PRICE LEVEL II		PRICE LEVEL III	
1. Brand	(%)	1.	(%)	1.	(%)	1.	(%)
2. Col.1	Col.2	2. Col.3	Col.4	2.		2.	
3.		3.		3.		3.	
4.		4.		4.		4.	
5.		5.		5.		5.	
6.		6.		6.		6.	

Also in dollars

Fig. 16c

SALES OBJECTIVES PER PRICE LEVEL

[illegible]

* Also in dollars

Fig. 16d

PRICE SEGMENTATION PER PRODUCT

Geog. Unit	Year	Consumer Segment		(Units)
PRODUCT FEATURES	PRICE SENSITIVITY			
	MARKET	THE BRAND	BRAND 1	BRAND 2
1. Col.1	Col.2	Col.3	Col.4	Col.5
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
TARGET PRICE				

Fig. 16e
PRICE ELASTICITY ANALYSIS

Geog. Unit	Year		Consumer Segment			(Unit)
	(1)	(2)	(3)	(4)	(5)	(6)
(P) Price	1					
(D) Demand	2					
ELASTICITY	3					

Fig. 16f
PRICE SEGMENTATION PER CONSUMER SEGMENT

Geog. Unit	Year			Consumer Segment			(Units)		
PRICE LEVEL	M A R K E T			SEGMENT I			SEGMENT II		
	#	%	Share %	#	%	Share %	#	%	Share %
Price Level I Col.1	Col.2	Col.3	100 col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
Average Price \$									
Price Level I			100						
Average Price \$									
Price Level I			100						
Average Price \$									
T O T A L		100	100		100			100	
Average Price \$									
Segment Size (000)									
Average Price \$									

Also in dollars

Fig. 16g

PRICE SEGMENTATION PER DISTRIBUTION CHANNEL

Geog. Unit	Year			Consumer Segment						(Units)
PRICE LEVEL	M A R K E T			CHANNEL I			CHANNEL II			
	#	%	Share %	#	%	Share %	#	%	Share %	
Price Level I Col.1	Col.2	Col.3	100 Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	
Average Price \$										
Price Level I			100							
Average Price \$										
Price Level I			100							
Average Price \$										
T O T A L		100	100		100			100		
Average Price \$										

Also in dollars

Fig. 17a
MARKET ANALYSIS PER TYPE OF DISTRIBUTION

Geog. Unit	Distribution Channel	ALL DISTRIBUTIONS				THIS BRAND'S DISTRIBUTIONS										BRAND			
		Orders (000)	Sales		Average Sales	Old		Current		Total		Total		Sales		Brand Share %		Dist. Share %	
			#	%		Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13	Col. 14	Col. 11	Col. 12	Col. 13	Col. 14		
	TYPE I Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13	Col. 14	Col. 11	Col. 12	Col. 13	Col. 14		
	TYPE II																		
	TYPE III																		
	TYPE IV																		
	TYPE V																		
	TYPE VI																		
	TYPE VII																		
	TYPE VIII																		
	TYPE IX																		
	REMAINDER																		
	TOTAL																		

* Absolute Dollars

Fig. 17b

IMPORTANCE OF TYPES OF DISTRIBUTION

Geog. Unit		Year			(000)
TOTAL MARKET	THE BRAND'S DISTRIBUTORS	BRAND SALES	MARKET REACH	DISTRIBUTOR SHARE	
1. Type of Distribution	Type of Distribution (1)	Type of Distribution (1)	Type of Distribution (%)	Type of Distribution (%)	
2. Col.1	Col.2	Col.3	Col.4	Col.5	
3.					
4.					
5.					
6.					

Also in Dollars (1) Ranking number of the distribution channel in the total market

Fig. 17c

FIRST STRATEGY INDICATIONS

Geog. Unit		Year	
NEW DISTRIBUTION CHANNELS		CHANNELS TO IMPROVE SHARE	
	(X)		(Y)
Col.1	Col.2	Col.3	Col.4

(X) = Market Reach

(Y) = Distribution share

Fig. 17d

BRAND SHARES PER TYPE OF DISTRIBUTION

(Units)

Geog Unit.	Year						(Units)		
Distribution Channels	Total Market			The Brand			Brand I		
	#		Share %	#	%	Share %	#	%	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
non-AL		100			100			100	

Fig. 17 e

RANKING OF TYPES OF DISTRIBUTION PER BRAND

(000)

Geog. Unit		Year			(000)
TOTAL MARKET	THE BRAND	BRAND I	BRAND II	BRAND III	
1. Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	
2. Col.1	Col.2	Col.3	Col.4	Col.5	
3.					
4.					
5.					
6.					

Also in Dollars

Fig. 17f

RANKING OF BRANDS PER TYPE OF DISTRIBUTION

(000)

Geog. Unit	Year				(000)
TOTAL MARKET	TYPE I	TYPE II	TYPE III	TYPE IV	
1. Brand (%)	Brand (%)	Brand (%)	Brand (%)	Brand (%)	
2. Col.1	Col.2	Col.3	Col.4	Col.5	
3.					
4.					
5.					
6.					

Also in Dollars

Fig. 17 g

DETERMINING FACTORS USED BY DISTRIBUTORS FOR BRAND EVALUATION

Geog. Unit		Year			Score: low-high
Distribution Channel	FACTOR I	FACTOR II	FACTOR III	FACTOR IV	FACTOR V
TYPE I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
TYPE II					
TYPE III					
TYPE IV					
TYPE V					
REMAINDER					

Fig. 17 h

RANKING OF DETERMINING FACTORS

Geog. Unit		Year		Score: low-high
TYPE I	TYPE II	TYPE III	TYPE IV	
1. Factor	1. Factor	1. Factor	1. Factor	
2. Col.1	2. Col.2	2. Col.3	2. Col.4	
3.	3.	3.	3.	
4.	4.	4.	4.	

Fig. 17 i

OVERVIEW OF DETERMINING FACTORS

Distr. Channel		Year			Score: low-high
Geographic Unit	FACTOR I	FACTOR II	FACTOR III	FACTOR IV	FACTOR V
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
TOTAL					

Fig. 17j

BRAND IMAGE IN THE DISTRIBUTION CHANNELS

Geog. Unit	Year	Distr. Type			Score: low-high
FACTORS	THE BRAND	BRAND I	BRAND II	BRAND III	Strong / Weak
1. Factor Col.1	Col.2	Col.3	Col.4	Col.5	Col.6 (s)
2. Factor					
3. Factor					
4. Factor					

Fig. 17k

RANKING OF BRANDS

Geog. Unit	Year	Distribution Type			Score: low-high
FACTOR I	FACTOR II	FACTOR III	FACTOR IV	FACTOR V	FACTOR VI
1. Brand (s)	1.	1.	1.	1.	1.
2. Col.1	2. Col.2	2. Col.3	2. Col.4	2. Col.5	2. Col.6
3.	3.	3.	3.	3.	3.
4.	4.	4.	4.	4.	4.

Fig. 17l

STRENGTH AND WEAKNESS ANALYSIS

Geog. Unit	Year	Brand			Score: low-high
Distribution Channels	FACTOR I	FACTOR II	FACTOR III	FACTOR IV	
TYPE I	Strong / Weak (s)				
TYPE II Col.1	Col.2	Col.3	Col.4	Col.5	
TYPE III					
TYPE IV					
TYPE V					
REMAINDER					

Fig. 17m
OVERVIEW OF BRAND IMAGE IN THE DISTRIBUTION CHANNELS

Distr. Channel	Year		Factor		Score: low-high
Geographic Units	THE BRAND	BRAND I	BRAND II	BRAND III	Strong / Weak
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6 (x)
TOTAL					

Fig. 17n
BRAND SHARES PER TYPE OF DISTRIBUTION

Geographic Unit		Year						(Units)		
Distribution Channels		TOTAL MARKET			Segment I			Segment II		
		#	%	Share %	#	%	Share %	#	%	Share %
TYPE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
TYPE II				100						
TYPE III				100						
TYPE IV				100						
TYPE V				100						
NEW TYPE A				100						
NEW TYPE B				100						
TOTAL			100	100		100			100	

Fig. 17o

RANKING OF TYPES OF DISTRIBUTION PER CONSUMER SEGMENT

Geog. Unit	Year				(000)
TOTAL MARKET	SEGMENT I	SEGMENT II	SEGMENT III	SEGMENT IV	
1. Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	
2. Col.1	Col.2	Col.3	Col.4	Col.5	
3.					
4.					
5.					
6.					

Also in Dollars

Fig. 17p

RANKING OF CONSUMER SEGMENTS PER TYPE OF DISTRIBUTION

Geog. Unit	Year				(000)
TOTAL MARKET	TYPE I	TYPE II	TYPE III	TYPE IV	
1. Segment (%)	Segment (%)	Segment (%)	Segment (%)	Segment (%)	
2. Col.1	Col.2	Col.3	Col.4	Col.5	
3.					
4.					
5.					
6.					

Also in Dollars

Fig. 17r

OVERVIEW OF DISTRIBUTION SEGMENTATION

Geog Unit.	Year						(Units)		
Distribution Channels	TOTAL MARKET			SEGMENT I			SEGMENT II		
	#		Share %	#	%	Share %	#	%	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
			100						
			100						
TOTAL		100	100		100			100	

Fig. 17s
SALES OBJECTIVES PER CONSUMER SEGMENT AND TYPE OF DISTRIBUTION

Geog. Unit	Year		Brand		(Units)*			
DISTRIBUTION CHANNELS	— TOTAL —				— SEGMENT I —			
	TOTAL MARKET		THE BRAND		TOTAL MARKET		THE BRAND	
	#	%	#	Share %	#	%	#	Share %
TYPE I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TYPE II								
TYPE III								
NEW TYPE A								
NEW TYPE B								
REMAINDER								
TOTAL		100				100		

*Also in dollars

Fig. 17t
COMPARISON OF BRAND SHARES PER CONSUMER SEGMENT

Geog. Unit	Year		Brand		(Units)*			
DISTRIBUTION CHANNELS	TOTAL MARKET		SEGMENT I		SEGMENT II		SEGMENT III	
	Share %		Share %		Share %		Share %	
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
TYPE I								
TYPE II								
TYPE III								
NEWTYPER A								
NEWTYPER B								
REMAINDER								
TOTAL								

*Also in dollars

Fig. 17u.
COMPARISON OF DISTRIBUTION AND PRODUCT STRATEGIES

Geog. Unit	Year			Brand			(Units)		
Distribution Channels	Total Market			Brand Sales					
	I	%		PRODUCT I	PRODUCT II	PRODUCT III	Total	%	Share %
TYPE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TYPE II									
TYPE III									
TYPE A									
TYPE B									
REMAINDER									
TOTAL		100						100	

* Also in dollars

Fig. 17x
OVERVIEW OF PRODUCT STRATEGY PER TYPE OF DISTRIBUTION

Distribution Channel		Year		Brand			(Units)		
Geographic Units	TOTAL MARKET		BRAND SALES						
	#	%	PRODUCT I	PRODUCT II	PRODUCT III	TOTAL	%	Share %	
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	
TOTAL		100					100		

* Also in dollars

Fig. 17y

DISTRIBUTION STRATEGY OVERVIEW

Geog. Unit		Brand				(Units)			
Distribution Channels		Y e a r				Y e a r			
		Market	Brand Sales			Market	Brand Sales		
		#	#	%	Share %	#	#	%	Share %
TYPE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TYPE II									
TYPE III									
TYPE A									
TYPE B									
REMAINDER									
TOTAL				100				100	

* Also in dollars

Fig. 17z

OVERVIEW OF SALES OBJECTIVES

Distr. Channel		Brand				(Units)			
Geographic Units		Y e a r				Y e a r			
		Market	Brand Sales			Market	Brand sales		
		#	#	%	Share %	#	#	%	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	
TOTAL				100				100	

* Also in dollars

Fig. 17aa

NUMBER OF OUTLETS DEVELOPMENT FORECAST

Geog. Unit		Year		Year		Year	
Distribution Channels		Outlet #	Growth %	Outlet #	Growth %	Outlet #	Growth %
		Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
TYPE I	Col.1						
TYPE II							
TYPE III							
NEW TYPE A							
NEW TYPE B							
REMAINDER							
TOTAL							

*Also in dollars

Fig. 17bb

OVERVIEW OF NUMBER OF OUTLETS DEVELOPMENT

Distr. Channel		Year		Year		Year	
Geographic Units		Outlet #	Growth %	Outlet #	Growth %	Outlet #	Growth %
		Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
Col.1							
TOTAL							

*Also in dollars

Fig. 17cc

DEVELOPMENT OF DISTRIBUTION OBJECTIVES

Geog. Unit	YEAR				BRAND		(UNITS)		
	TOTAL MARKET		MARKET REACH		DISTRIBUTION SHARE		BRAND SALES		
	#	%	Current %	YEAR %	Current %	YEAR	#	%	Share %
DISTRIBUTION CHANNELS									
TYPE I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
TYPE II									
TYPE III									
TYPE A									
TYPE B									
REMAINDER									
TOTAL		100						100	

* Also in dollars

Fig. 17dd

NUMBER OF OUTLETS OBJECTIVES

Geog. Unit	Brand				(Units 00)		
	Total Market		Current Distributors		Outlets Needed		Difference
	Outlets #	Average Sales	Outlets #	Average Sales	Outlets	Outlets	Outlets
DISTRIBUTION CHANNELS							
TYPE I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
TYPE II							
TYPE III							
TYPE A							
TYPE B							
REMAINDER							
TOTAL							

* Also in Dollars

Fig. 18a

MEDIA EXPENDITURE ANALYSIS

Geog. Unit	Year		(5000)					
Media	Total market		S.O.V. Brand		Brand III		Brand IV	
	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Medium I								
Medium II								
Medium III								
Medium IV								
Net Medium								
Total Spending	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
S.O.V. %	100 %							
Brand Share								

S. O. V. = Share of voice

Fig. 18b

RANKING OF BRANDS ACCORDING TO MEDIA EXPENDITURE

Geog. Unit	Year		(000)	
Brand	Media expenditure	Share of voice %	Brand Share %	Rank
1. Col.1	Col.2	Col.3	Col.4	Col.5
2.				
3.				
4.				
5.				

S.O.V. = Share of voice

Fig. 18c

RANKING OF BRANDS MEDIUM

Geog. Unit	Year		(000)			
MEDIUM I	MEDIUM II		MEDIUM III		MEDIUM IV	
Brand	S.O.V. %	Brand	S.O.V. %	Brand	S.O.V. %	Brand
1. Col.1	Col.2	1.		1.		1.
2.		2.		2.		2.
3.		3.		3.		3.
4.		4.		4.		4.
5.		5.		5.		5.

S.O.V. = Share of voice

DATE	DESCRIPTION	AMOUNT	CHECK NO.	BANK
10/1/78	DEPOSIT	100.00		CHASE
10/2/78	PAYROLL	50.00	101	CHASE
10/3/78	RENT	25.00	102	CHASE
10/4/78	SALES	75.00	103	CHASE
10/5/78	UTILITIES	10.00	104	CHASE
10/6/78	DEPOSIT	150.00		CHASE
10/7/78	PAYROLL	50.00	105	CHASE
10/8/78	RENT	25.00	106	CHASE
10/9/78	SALES	80.00	107	CHASE
10/10/78	UTILITIES	10.00	108	CHASE

Fig. 18d

OVERVIEW OF MEDIA EXPENDITURE

Medium	Year		Year		Year		Year		(5000)
	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	
Geographic Units									
Col.1									
TOTAL									
Share of Voice %									

Fig. 18e

PURCHASE STEP ANALYSIS

Consumer Segment

Year	Awareness		Acceptance		Preference		Purchase Intent	
	Brand %	Brand %	Brand %	Brand %	Brand %	Brand %	Brand %	Brand %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL								
INDEX								

Base: Consumer Base

Index base = Awareness level

Fig. 18f

BRAND RANK ANALYSIS

Consumer Segment

Year	Brand Share		Share of Voice		Awareness		Acceptance		Preference		Purchase Intent	
	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	Col.11	Col.12	Col.13
TOTAL												

Fig. 18g

SETTING ADVERTISING GOALS

Geog. Unit	Consumer Segment							
	Awareness Level %	Acceptance Level %		Preference Level %		Purchase Level %		Brand Share
	Level	Index	Index	Level	Index	Level	Index	
Current Year Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Year (1)								
Year (2)								
Year (3)								
Period Planning Period								

Base = Consumer Base

Index Base = Awareness Level

Fig. 18h

OVERVIEW OF ADVERTISING GOALS

Year	Brand						(Units)
	Geographic Units	Consumer Base (000)	Awareness Level %	Acceptance Level %	Preference Level %	Purchase Level %	Share of Purchase
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
TOTAL							

Base = Consumer Base

Fig. 18i

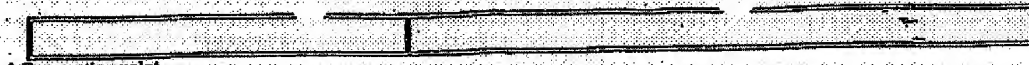
Geog. Unit	ADVERTISING SENSITIVITY ANALYSIS				(Units)			
	Brand	Year	Year	Year	Future Year	Future Year	Future Year	Future Year
Media Budget		1						
Brand Sales		2						
Awareness %		3						
Acceptance %		4						
Preference %		5						
Purchase Level %		6						
Market Share %		7						
Total Media Spending \$		8						
Factor (x)		9						

Fig. 18j

MEDIA PLAN DEVELOPMENT		
GEOG. UNIT:	YEAR	CAMPAIGN: I
MEDIUM: Magazine	Good Housekeeping	Consumers #:
TIMING	May 1-June 15	
CONSUMER SEGMENT	Women 25-40	600,000
ADVERTISING GOALS:		
Media reach (GRPs)	34%	204,000
Number of contacts	10,000	172,400.00
Media index	12.4%	
Insertion order	115	
PLACEMENT COSTS:	5 U.S. \$ 15,000	
CAMPAIGN EXPENSE:	6 U.S. \$ 225,000	
AWARENESS LEVEL:	7 40%	81,600
PURCHASE LEVEL:	8 8%	6,528
FREQUENCY OF PURCHASE: 1	9 Sales potential (in units): 6,528	

WO 01/18730

PCT/US00/24780



TWO-AND-ONE-HALF HOURS		
1	2	3
4	5	6
7	8	9
10	11	12
13	14	15
16	17	18
19	20	21
22	23	24
25	26	27
28	29	30
31	32	33
34	35	36
37	38	39
40	41	42
43	44	45
46	47	48
49	50	51
52	53	54
55	56	57
58	59	60
61	62	63
64	65	66
67	68	69
70	71	72
73	74	75
76	77	78
79	80	81
82	83	84
85	86	87
88	89	90
91	92	93
94	95	96
97	98	99
100	101	102
103	104	105
106	107	108
109	110	111
112	113	114
115	116	117
118	119	120
121	122	123
124	125	126
127	128	129
130	131	132
133	134	135
136	137	138
139	140	141
142	143	144
145	146	147
148	149	150
151	152	153
154	155	156
157	158	159
160	161	162
163	164	165
166	167	168
169	170	171
172	173	174
175	176	177
178	179	180
181	182	183
184	185	186
187	188	189
190	191	192
193	194	195
196	197	198
199	200	201
202	203	204
205	206	207
208	209	210
211	212	213
214	215	216
217	218	219
220	221	222
223	224	225
226	227	228
229	230	231
232	233	234
235	236	237
238	239	240
241	242	243
244	245	246
247	248	249
250	251	252
253	254	255
256	257	258
259	260	261
262	263	264
265	266	267
268	269	270
271	272	273
274	275	276
277	278	279
280	281	282
283	284	285
286	287	288
289	290	291
292	293	294
295	296	297
298	299	300
301	302	303
304	305	306
307	308	309
310	311	312
313	314	315
316	317	318
319	320	321
322	323	324
325	326	327
328	329	330
331	332	333
334	335	336
337	338	339
340	341	342
343	344	345
346	347	348
349	350	351
352	353	354
355	356	357
358	359	360
361	362	363
364	365	366
367	368	369
370	371	372
373	374	375
376	377	378
379	380	381
382	383	384
385	386	387
388	389	390
391	392	393
394	395	396
397	398	399
400	401	402
403	404	405
406	407	408
409	410	411
412	413	414
415	416	417
418	419	420
421	422	423
424	425	426
427	428	429
430	431	432
433	434	435
436	437	438
439	440	441
442	443	444
445	446	447
448	449	450
451	452	453
454	455	456
457	458	459
460	461	462
463	464	465
466	467	468
469	470	471
472	473	474
475	476	477
478	479	480
481	482	483
484	485	486
487	488	489
490	491	492
493	494	495
496	497	498
499	500	501
502	503	504
505	506	507
508	509	510
511	512	513
514	515	516
517	518	519
520	521	522
523	524	525
526	527	528
529	530	531
532	533	534
535	536	537
538	539	540
541	542	543
544	545	546
547	548	549
550	551	552
553	554	555
556	557	558
559	560	561
562	563	564
565	566	567
568	569	570
571	572	573
574	575	576
577	578	579
580	581	582
583	584	585
586	587	588
589	590	591
592	593	594
595	596	597
598	599	600
601	602	603
604	605	606
607	608	609
610	611	612
613	614	615
616	617	618
619	620	621
622	623	624
625	626	627
628	629	630
631	632	633
634	635	636
637	638	639
640	641	642
643	644	645
646	647	648
649	650	651
652	653	654
655	656	657
658	659	660
661	662	663
664	665	666
667	668	669
670	671	672
673	674	675
676	677	678
679	680	681
682	683	684
685	686	687
688	689	690
691	692	693
694	695	696
697	698	699
700	701	702
703	704	705
706	707	708
709	710	711
712	713	714
715	716	717
718	719	720
721	722	723
724	725	726
727	728	729
730	731	732
733	734	735
736	737	738
739	740	741
742	743	744
745	746	747
748	749	750
751	752	753
754	755	756
757	758	759
760	761	762
763	764	765
766	767	768
769	770	771
772	773	774
775	776	777
778	779	780
781	782	783
784	785	786
787	788	789
790	791	792
793	794	795
796	797	798
799	800	801
802	803	804
805	806	807
808	809	810
811	812	813
814	815	816
817	818	819
820	821	822
823	824	825
826	827	828
829	830	831
832	833	834
835	836	837
838	839	840
841	842	843
844	845	846
847	848	849
850	851	852
853	854	855
856	857	858
859	860	861
862	863	864
865	866	867
868	869	870
871	872	873
874	875	876
877	878	879
880	881	882
883	884	885
886	887	888
889	890	891
892	893	894
895	896	897
898	899	900
901	902	903
904	905	906
907	908	909
910	911	912
913	914	915
916	917	918
919	920	921
922	923	924
925	926	927
928	929	930
931	932	933
934	935	936
937	938	939
940	941	942
943	944	945
946	947	948
949	950	951
952	953	954
955	956	957
958	959	960
961	962	963
964	965	966
967	968	969
970	971	972
973	974	975
976	977	978
979	980	981
982	983	984
985	986	987
988	989	990
991	992	993
994	995	996
997	998	999
1000	1001	1002

Fig. 18k

GEOG. UNIT		MEDIA PLAN					YEAR	
MEDIA		CONSUMER COVERAGE		AWARENESS LEVEL		POB SALES \$ (000)	ADV. BUDGET \$ (000)	SALES \$ (000)
		(000)	\$1,000	(000)	(000)			
VEHICLE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
VEHICLE II								
VEHICLE III								
VEHICLE IV								
TOTAL								
DUPLICATIONS %:		SALES OBJ. (#000) 9					AWARENESS: % 11	
		Difference (#000): 10					Differences: % 12	

Fig. 18l

GEOG. UNIT		MEDIA PLAN SUMMARY					YEAR	
MEDIA		CONSUMER COVERAGE		AWARENESS LEVEL		POB SALES \$ (000)	ADV. BUDGET \$ (000)	SALES \$ (000)
		(000)	\$1,000	(000)	(000)			
MEDIUM I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
MEDIUM II								
MEDIUM III								
MEDIUM IV								
MEDIUM V								
MEDIUM VI								
TOTAL								

Fig. 18m

ADVERTISING BUDGET

(\$000)

Geographic Units	Sales %	Advertising Budget - current year			Advertising Budget - previous year			
		MEDIA	Other	TOTAL	MEDIA	Other	TOTAL	%
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Subtotal	100%							100%
TOTAL								

Fig. 18n

ADVERTISING BUDGET OVERVIEW

(\$000)

Media	Year		Year		Year		Year	
	\$	Growth Rate %	\$	Growth Rate %	\$	Growth Rate %	\$	Growth Rate %
MEDIUM I Col.1	Col.2	Col.3						
MEDIUM II								
MEDIUM III								
TOTAL								

Fig. 18o

ADVERTISING STRATEGY OVERVIEW

(Units)

Geographic Units	Sales %	Advertising Budget %	Advertising Budget (\$000)	Sales (\$10,000)	Advertising Budget (\$10,000)
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6

Fig. 12g

NUMBER OF UNITS OWNED

Year						(000)
Geographic Units	Predicted Owners (000)	Number of Owners With			Average units owned	Total units owned
		One unit	Two units	Three units		
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
TOTAL Market						

Fig. 12h

NET SCRAPPAGE CALCULATION

Year					(000)
Geographic Units	Number of Units Scrapped (000)	Units Replaced		Net Scrapage #	
	Col.1	Col.2	Col.3	Col.4	
TOTAL Market					

Fig. 12i

REPLACEMENT PURCHASES

								(Units)
Geographic Units		%	Year		Year		Year	
	Col.1	Col.2						
TOTAL Market								

Fig. 12j
Market Forecast III - Consumer Durables
Option:1 / 2

Year	Initial Purchases		Additional Purchases		Replacement Purchases		(Units)
	#	%	#	%	#	%	
Geog. Units	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
TOTAL Market							

Fig. 12k

ADDITIONAL PURCHASES DEVELOPMENT

Geographic Units	Past Year		Past Year		Future Year		Future Year	
	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %
	Col.1	Col.2			Col.5	Col.6		
TOTAL Market								

Fig. 12l

FINAL MARKET FORECAST

FINAL MARKET FORECAST						(Units)
Geog. Units	Current Market	Future Year				
		Forecast I	Forecast II	Forecast III	Final Forecast	
	Col.1	Col.2	Col.3	Col.4	Col.5	
TOTAL Market						

Fig. 12m

MARKET DEVELOPMENT SUMMARY

Geographic Units	Mty	Market EOP		Growth Rate %	\$Market Rank	Current Market		Planning Unit
		\$	%			\$	%	
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
TOTAL Market			100				100	

Mty= Market Maturity Indication Introduction / Growth / Maturity / Decline
 EOP= End of Planning period defined by user
 \$Sales Rank= Rank of Geographic unit in the dollar sales market.

Fig. 12n

STRATEGY SUMMARY

Geographic Units	Mty	Current Brand Share		Strategy Indications			
		%	Rank	Share Growth	Maintain	Harvest	Terminate
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
TOTAL Market							

Fig. 12a

MARKET MONITOR

YEAR: period		Cons. Seg.						(Units)	
Geog. Units	Month		Month		Month		Quarter Total		
	#	%	#	%	#	%	#	%	
Geog. I Plan	Col.1	Col.2							
Actual	A.	B.							
Difference	C								
Geog. II Plan									
Actual									
Difference									
TOTAL Plan									
Actual									
Difference									

Also in Dollar

Fig. 12p

Y-T-D MONITOR

YEAR: Period		Cons. Seg.			(Units)			
Geog. Units	Year-to-Date				Period:			
	Plan	Actual	Difference		Plan	Actual	Difference	
			#	%			#	%
	Col.1	Col.2	Col.3	Col.4				
TOTAL Market								

Also in Dollars

Fig. 12r

MARKET BREAKDOWN ACCORDING TO CONSUMER SEGMENT

Geographic Units	Past Year				Future Year			
	Segment Size		Market Size		Segment Size		Market Size	
	#	%	#	%	#	%	#	%
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
TOTAL		100		100		100		100

Fig. 12s

INITIAL SELECTION OF TARGET CONSUMER SEGMENT

(Units)

Subsegments	Current Year			End of Planning Period			Primary Selection
	Sales #	Share %	\$\$Sales Rank	Sales #	Share %	\$\$Sales Rank	
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
2.							
3.							
4.							
5.							

Fig. 12i

MARKET OVERVIEW PER CONSUMER SEGMENT

Geog. Unit:		(Units)						
Subsegments	Past Year		Past Year		Future Year		Future Year	
	Sales #	Growth %	Sales #	Growth %	Sales #	Growth %	Sales #	Growth %
1. Col.1	Col.2	Col.3			Col.4	Col.5		
2.								
3.								
4.								
5.								

Fig. 12u

MARKET OVERVIEW PER SEGMENT AND GEOGRAPHIC UNIT

Subsegment		Past Year		Past Year		Future Year		Future Year	
Geographic Units		Sales	Growth %	Sales	Growth %	Sales	Growth %	Sales	Growth %
		Col.1	Col.2			Col.3	Col.4		
TOTAL									

Fig. 13a

BRAND SHARE DEVELOPMENT - FORECAST I

Year	The Brand		Brand I		Brand II		Remainder		Total Market	
Geographic Units	#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10
										100
										100
TOTAL										100

Fig. 13b

BRAND SHARES COMPARISON

Geographic Units	Year			Year		
	Sales share %	\$Sales Share %	Difference	Sales share %	\$Sales Share %	Difference
	Col. 1	Col. 2	Col. 3			
TOTAL						

Fig. 13c

GROWTH RATES COMPARISON

Geographic Units	Brand Sales			Market Brand		
	Growth Rate %	\$Growth Rate %	Difference %	Growth Rate %	Growth Rate %	Difference %
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6
TOTAL						

Fig. 13d

WINNING AND LOSING BRANDS

Geog. Unit		Brands gaining share:				Brands losing share	
Current Year		End of Planning Period		Current Year		End of Planning Period	
Brands	Gain	Brands	Gain	Brands	Loss	Brands	Loss
Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8

Fig. 13e

STRONG AND WEAK GEOGRAPHIC UNITS

Brand		Weak Geographic Units					
Strong Geographic Units		Current Year		End of Planning Period		Current Year	
Geog. Units	Share%	Geog. Units	Share%	Geog. Units	Share %	Geog. Units	Share %
Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
Average Share				Average Share			

Fig. 13f
AVERAGE CONSUMPTION
Brand

Geographic Units	Year			Year		
	Consumers (000)	Average Consumption	Sales	Consumers (000)	Average Consumption	Sales
	Col. 1	Col. 2	Col. 3			
TOTAL						

Fig. 13g
CONSUMPTION SHARE ANALYSIS
Consumer Segment

Col. 1	Year					Year				
	Consumers (000)		Average Consumption	Sales #		Consumers (000)		Average Consumption	Sales	
		%			%		%			%
The BRAND	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6					
BRAND I										
BRAND II										
TOTAL		100			100		100			100

Fig13h
CONSUMPTION PER CONSUMER SEGMENT
Brand

Col. 1	Year					Year				
	Consumers (000)		Average Consumption	Sales (000)		Consumers (000)		Average Consumption	Sales (000)	
		%			%		%			%
Segment I	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6					
Segment II										
Segment III										
TOTAL		100			100		100			100

Fig. 13i

MARKET SHARE OBJECTIVES DEVELOPMENT

Brand		Year								(Units)
Geog. Units	Strategy	Total Market		Current Year			Planning Year			
		Sales		Brand Sales	%	Share %	Brand Sales	%	Share %	
1. Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	
2.										
3.										
TOTAL			100		100			100		

Fig. 13j

ANALYSIS OF BRAND'S POSITION

ANALYSIS OF BRAND POSITION										(Units)
Brand		Year								
Strong Position					Action Needed:					
Geographic Units	Rank	Share %	Competing		Geographic Units	Rank	Share %	Competing		
			Brand	Share %				Brand	Share %	
Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	

Rank: according to market size

Fig. 13 k

SALES AND MARKET SHARE DEVELOPMENT

Brand		Year								(Units)
Geographic Units		Future Year				Future year				
		Sales	Change %	Share %	Change %	Sales	Change %	Share %	Change %	
		Col. 1	Col. 2	Col. 3	Col. 4					
TOTAL										

Fig. 13l

MARKET AND BRAND SALES FORECAST

Brand			(Units)			
Geographic Units	Future Year			Future Year		
	Market Sales	Brand Sales	Brand Share	Market Sales	Brand Sales	Brand Share
	Col.1	Col.2	Col.3			
TOTAL						

Fig. 13 m

SUMMARY OF BRAND SALES AND SHARE OBJECTIVES

Brand				Consumer Segment				(Units)	
Geographic Units	Current year			End of Planning Period					
	Market Sales	Brand		Market		Brand			
		Sales	Share %	Sales	Share %	Sales	Share %	Sales	Share %
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL									

Fig. 13n

RANKING OF GEOGRAPHIC UNITS ACCORDING TO SALES

Brand				Consumer Segment				(Units)			
Major Sales Growth				Major Sales Loss							
Geographic Units		Current Sales	EOP Sales	Difference	Geographic Units		Current Sales	EOP Sales	Difference		
1. Col. 1		Col.2	Col.3	Col.4							
2.											
3.											
4.											

EOP = End of Planning Period

Fig. 13o

RANKING OF GEOGRAPHIC UNITS ACCORDING TO BRAND SHARE

Brand	Consumer Segment				(Units)			
Major Share Growth				Major Share Loss				
Geographic Units	Current Share %	EOP Share %	Difference	Geographic Units	Current Share %	EOP Share %	Difference	
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	
2.								
3.								
4.								

EOP = End of Planning Period

Fig. 13p

COMPARISON OF MARKET AND BRAND SALES GROWTH

Brand		Consumer Segment				(Units)	
Geographic Units	Market Sales		Brand Sales		Difference	Brand Rank	
	Growth	Change %	Growth	Change %			
1.							
2.							
3.							
TOTAL							

Fig. 13r

STRENGTH AND WEAKNESS ANALYSIS

	STRENGTH	Rank	WEAKNESS	Rank
1. Geographic Units	Col. 1	Col. 2	Col. 3	Col. 4
Average market share				
2. Consumer Segments				
3. Product Features				
# of Products				
4. PRICE				
Average Price \$				
5. ADVERTISING				
MEDIA				
ADV. BUDGET				
S.O.V.				
6. BRAND IMAGE				
Awareness:				
Acceptance:				
Preference:				
Market Share				
7. PROMOTION				
8. DISTRIBUTION				
Distribution Image				
9. OBSERVATIONS				

Fig. 13s

BRAND SALES MONITOR								
Year period	Brand:				Product Type:			(Units)
Geog. Units	T o t a l							
	Market Sales				Brand Sales			
	Plan	Actual	Difference	Dif. %	Plan	Actual	Difference	Dif. %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL								

Also in Dollar

Fig.13t

COMPETITIVE SALES MONITOR								
Geographic Unit:	Year: period				Product Type			
(Units)								
Brands	T o t a l							
	Brand Sales				Brand Shares			
	Plan	Actual	Difference	Dif. %	Plan	Actual	Difference	Dif. %
The Brand Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Brand I								
Brand II								
TOTAL								

Also in Dollar

Fig.13u

SALES MONITOR PER CONSUMER SEGMENT								
Geographic Unit:	Brand				Year: period			
(Units)								
Consumer Segments	T o t a l							
	Brand Sales				Brand Shares			
	Plan	Actual	Difference	Dif. %	Plan	Actual	Difference	Dif. %
Segment I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9

Segment II								
TOTAL								

Also in Dollar

Individual (name)		Address		City		State		Zip		Phone	
First	Last	Street	Apartment	City	State	Zip	Area	Number	Area	Number	Extension
John	Smith	1234		Spring	TX	75201	214	555	123	4567	
Jane	Smith	1234		Spring	TX	75201	214	555	123	4567	
Bob	Smith	1234		Spring	TX	75201	214	555	123	4567	
Carol	Smith	1234		Spring	TX	75201	214	555	123	4567	

Fig.13v

Y-T-D MONITOR

Brand	Year: Period				Consumer Segment	Product Type	(Units)	
Geog. Units	Year-to-Date				Period:			
	Plan	Actual	Difference		Plan	Actual	Difference	
			#	%			#	%
TOTAL								

Also in Dollars

Fig. 13w

BRAND SALES AND OBJECTIVES PER CONSUMER SEGMENT

Geog. Unit		Year								(Units)	
Consumer Segment	Age	The Brand		Brand I		Brand II		Remainder		Total Market	
		#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
13 to 25	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	Col.11
26 to 50											100
50 plus											100
TOTAL											100

Also in Dollars

Fig. 13x

INITIAL SELECTION OF TARGET CONSUMER SEGMENT

Geog. Unit		Brand						(Units)	
Subsegments	Current Year			End of Planning Period			Major Competitor	Selection	
	Sales #	Share %	Rank	Sales #	Share %	Rank		Pre	Tgt
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
2.									
10.									

Also in Dollars

Rank = ranking number according to market size

Pre= Preselection (step 66)

Tgt = target selection

Fig. 13y

Segment		Year								(Units)	
Geographic Units		The Brand		Brand I		Brand II		Remainder		Total Market	
		#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11
											100
											100
TOTAL											100

Also in Dollars

Fig. 13z

Geog. Unit		Year								(Units)	
Consumer Segments		The Brand		Brand I		Brand II		Remainder		Total Market	
		#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
1. Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11
2.											100
											100
											100
10.											100

Also in Dollars

Fig. 13aa

SUMMARY OF SALES OBJECTIVES PER TARGET SEGMENT

Brand Geographic Unit	Year			(Units)		
	Total Market			Segment I		
	Market Sales	Brand Sales	Brand Share %	Market Sales	Brand Sales	Brand Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
TOTAL						

Also in Dollars

Fig. 13bb

BRAND OWNERSHIP CONSUMER DURABLE GOODS

Geog. Unit Consumer Segment Age	Year								(Units)	
	The Brand		Brand I		Brand II		Remainder		Total Market	
	#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
13 to 25 Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	Col.11
26 to 50										100
50 plus										100
TOTAL										100

Fig. 13cc

BRAND OWNERSHIP SHARE VS. MARKET SHARE ANALYSIS

Geog. Unit		Year		Consumer Segment		(Units)	
Brands		Brand Sales		Brand Share %		Ownership Share %	
1. Col.1		Col.2		Col.3		Col.4	
2.							
3.							

Fig. 13dd

OVERVIEW OF BRAND OWNERSHIP PER GEOGRAPHIC UNIT

Brand					Consumer Segment				(Units)
Geographic Units	Year				Year				
	Ownership		Brand Share	Difference	Ownership		Brand Share		
	Col.2	Share %			Col.6	Share %			
Col.1	Col.2	Col.3	Col.4	Col.5					
TOTAL									

Fig. 14a.

KEY FINANCIAL INDICATORS ANALYSIS

Geog. Unit	Year					
	PRODUCT TYPE		UNIT I		UNIT II	
	\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES		100		100		100
Cost of Goods Co.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE						
Revenue Adjustments						
NET REVENUE						
Marketing Expense						
Selling Expense						
Other Direct Expenses						
TOTAL DIRECT EXP.						
BRAND CONTRIBUTION						
Indirect Expenses						
TOTAL EXPENSES w/a						
BUSINESS INCOME w/a						
Allocations						
TOTAL EXPENSES						
BUSINESS INCOME						

w/a = without allocations

	YEAR			YEAR		
	PROD. TYPE	UNIT I	UNIT II	PROD. TYPE	UNIT I	UNIT II
DISCOUNT	col.1	Co.2	Col.3			

Fig. 14b
COMPARISON OF KEY FINANCIAL INDICATORS

Geog. Unit:	YEAR		(\$000)			
PRODUCT COMPARED TO						
	BETTER	PRODUCT	COMPARED TO	WORSE	PRODUCT	COMPARED TO
SALES	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
REVENUE INDICATORS	1.			1.		
	2.			2.		
	3.			3.		
	4.			4.		
	5.			5.		
COST INDICATORS	1.			1.		
	2.			2.		
	3.			3.		
	4.			4.		
	5.			5.		
	6.			6.		

Fig. 14c

KEY FINANCIAL INDICATORS PER BRAND

Geog. Unit	Year		BRAND I		BRAND II	
	FINANCIAL INDICATORS	PRODUCTS	\$ (000)	% of Sales	\$ (000)	% of Sales
	SALES	100%		100 %		100 %
	Cost of Goods Col.1	Col.2	Col.4	Col.5	Col.6	Col.7
	REVENUE					
	Revenue Adjustments					
	NET REVENUE					
	Marketing Expense					
	Selling Expense					
	Other Direct Expenses					
	TOTAL DIRECT EXP.					
	BRAND CONTRIBUTION					
	Indirect Expenses					
	TOTAL EXPENSES w/a					
	BUSINESS INCOME w/a					
	Allocations					
	TOTAL EXPENSES					
	BUSINESS INCOME					

w/a = without allocations

Fig. 14d

COST ITEM ANALYSIS

Geog. Unit	Year		UNIT I		UNIT II	
	PRODUCT	UNIT	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES		100%		100 %		100 %
COST OF GOODS Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE						
ADJUSTMENTS						
Adjustment I						
Adjustment II						
NET REVENUE						
MARKETING EXP.						
Advertising						
Promotion						
Market Research						
Other						
SELLING EXPENSE						
Sales Force						
Administration						
Other						
OTHER DIRECT EXP.						
Expense I						
Expense II						
Expense III						
INDIRECT EXPENSES						
Expense I						
Expense II						
ALLOCATIONS						
Allocation I						
BUSINESS INCOME						
HURDLE RATE						

DIFFERENCE						
------------	--	--	--	--	--	--

COST ITEM ANALYSIS PER PRODUCT TYPE

Geog. Unit	Year		(\$000)			
	PRODUCT		TYPE I		TYPE II	
	\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES		100 %		100 %		100 %
COST OF GOODS Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE						
ADJUSTMENTS						
Adjustment I						
Adjustment II						
NET REVENUE						
MARKETING EXP.						
Advertising						
Promotion						
Market Research						
Other						
SELLING EXPENSE						
Sales Force						
Administration						
Other						
OTHER DIRECT EXP.						
Expense I						
Expense II						
Expense III						
INDIRECT EXPENSES						
Expense I						
Expense II						

ALLOCATIONS						
Allocation 1						
BUSINESS INCOME						
HURDLE RATE						
DIFFERENCE						

Fig. 14f

BREAK-EVEN ANALYSIS

Geog. Unit

Year

		The Product	Comparison
		\$ (000)	\$ (000)
RETAIL PRICE	Col.1	Col.2	Col.3
MARKETING EXPENSE			
SELLING EXPENSE			
OTHER DIRECT EXPENSE			
INDIRECT EXPENSE			
ALLOCATIONS			
TOTAL FIXED COSTS			
VARIABLE COSTS (per unit)			
QUANTITY INCREMENT			
DISCOUNT RATE %			

UNITS SOLD (000)	PROFIT/LOSS %	PROFIT/LOSS %
Col.1	Col.2	Col.3

These two charts are next to one another on the screen.

1. **NAME**
 2. **DATE**
 3. **TIME**
 4. **LOCATION**
 5. **WEATHER**
 6. **WIND**
 7. **WAVE**
 8. **SEA**
 9. **SWELL**
 10. **SEA STATE**
 11. **SEA STATE**
 12. **SEA STATE**
 13. **SEA STATE**
 14. **SEA STATE**
 15. **SEA STATE**
 16. **SEA STATE**
 17. **SEA STATE**
 18. **SEA STATE**
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 95. **SEA STATE**
 96. **SEA STATE**
 97. **SEA STATE**
 98. **SEA STATE**
 99. **SEA STATE**
 100. **SEA STATE**

Fig. 14g
P & L ANALYSIS AT DIFFERENT SALES LEVELS

Geog. Unit	Year		Product Type				UNIT	
FINANCIAL INDICATORS	ACTUAL DATA		VERSION I		VERSION II		VERSION III	
	\$ (000)	% Sales	\$ (000)	% Sales	\$ (000)	% Sales	\$ (000)	% Sales
SALES		100		100		100		100
Cost of Goods Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
NET BUSINESS INCOME								
Marketing expense								
Selling expense								
Other direct expenses								
DIRECT EXPENSE								
BRAND CONTRIBUTION								
Indirect expense								
INCOME w/o								
Allocations								
TOTAL EXPENSE								
BUSINESS INCOME								
DIFFERENCE 1st								
SALES %								
BRAND CONTRIBUTION %								
INCOME %								
SALES INCREASE : %						DISCOUNT %:		

Fig. 14h
MARKET PROFITABILITY COMPARISON

Consumer Segments		Year		Product types		
FINANCIAL INDICATORS	Geog. Unit I		Geog. Unit II		Geog. Unit III	
	\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES		100		100		100
Cost of Goods Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE						
Revenue Adjustments						
NET REVENUE						
Marketing Expense						
Selling Expense						
Other Direct Expenses						
TOTAL DIRECT EXP.						
BRAND CONTRIBUTION						
BUSINESS INCOME						

w/a = without allocations

Highest Level		100%			
TOTAL					

Fig. 18p

RANKING OF ADVERTISING EFFICIENCY

Geographic Units	Sales / \$10,000	Brand Share %	Major Media
1. Col.1	Col.2	Col.3	Col.4
2.			
3.			
4.			
5.			
6.			
7.			

Fig. 18r

ADVERTISING STRATEGY COMPARISON

Geog. Unit	Year				(Units)
Brand	Sales (\$1000)	Brand Share %	Advertising Budget (\$1000)	Sales (\$10,000)	Major Media
The Brand Col. 1	Col.2	Col.3	Col.4	Col.5	Col.6
Brand I					
Brand II					
TOTAL					

Fig. 18s

ADVERTISING SPENDING MONITOR

Geog. Unit	Year/Period	Brand	(Units)					
			MARKET			Brand		
			Plan	Actual	Diff.	Plan	Actual	Diff.
MEDIUM I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
MEDIUM II								
MEDIUM III								
TOTAL								

Fig. 18t

CAMPAIGN EVALUATION

Geog. Unit	Year	Consumer Segment	Brand						
				Awareness %		Acceptance %		Preference %	
				Plan	Actual	Plan	Actual	Plan	Actual
Vehicle I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
Vehicle II									
Vehicle III									
Vehicle IV									
TOTAL									

Bases: Consumer Base

Fig. 18u

YEARLY OVERVIEW

Geog. Unit	Year	Consumer Segment	Brand	Medium				
					Year		Year	
					Plan	Actual	Plan	Actual
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Col.10								
Col.11								
Col.12								
Preference %								

Purchased on 10/13/2013									
Base: Consumer Base									


[illegible]

Fig. 19a

PROMOTIONAL EXPENDITURE ANALYSIS

Geog. Unit	Year		Year		Year		(S000)	
	Promotional Expenditure	Share of Promotion	Promotional Expenditure	Share of Promotion	Promotional Expenditure	Share of Promotion	Promotional Expenditure	Share of Promotion
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
2.								
3.								
4.								
5.								
Total Spending								
S.O.P.	100 %							
Media Spending								
Media Spending								

S.O.P. = Share of promotion

Fig. 19b

RANKING OF BRANDS ACCORDING TO MEDIA EXPENDITURE

Geog. Unit	Year		Year		(000)	
	Brands	Promotional Expenditure	Share of Promotion	Brand Share	Rank	
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	
2.						
3.						
4.						
5.						

S.O.V. = Share of promotion

Fig. 19c

RANKING OF BRANDS PER TYPE OF PROMOTION

Geog. Unit	Year		Year		Year		(000)	
	PROMOTION TYPE	Share of Promotion	PROMOTION TYPE	Share of Promotion	PROMOTION TYPE	Share of Promotion	PROMOTION TYPE	Share of Promotion
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
2.								
3.								
4.								

Fig. 19d

RANKING PROMOTION TYPES PER BRAND

Geog. Unit		Year				(000)	
I. Promotion Board		II. Promotion Board		III. Promotion Board		IV. Promotion Board	
Promotional Type	SOP %	Promotional Type	SOP %	Promotional Type	SOP %	Promotional Type	SOP %
1. Col 1	Col 2	1.		1.		1.	
2.		2.		2.		2.	
3.		3.		3.		3.	
4.		4.		4.		4.	
5.		5.		5.		5.	

S.O.P. = Share of promotion

Fig. c

OVERVIEW OF PROMOTIONAL EXPENDITURE

Type of Promotion	Year		(5000)					
	Trade Brand		Generic Brand		Brand II		Remnant	
	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL		100		100		100		100
Share of Promotion	100							

Fig. 19f

PROMOTION INVENTORY				
Geographic unit		Year		
Type of Promotion	Description/ Objective	Effectiveness Ratio %	Cost Efficiency	Brands Using
Col.1	Col.2	Col.3	Col.4	Col.5

Fig. 19g

PROMOTIONAL STRATEGY DEVELOPMENT			
Geographic unit		Year	
CAMPAIGNS	I	II	III
OBJECTIVE	1		
TARGET	2		
TYPE OF PROMOTION	3		
SIZE	4		
BUDGET	5		
TIMING	6		
RATIONALE	7		
SALES TARGET	8		
RESULTS	9		
COMMENTS	10		

PROMOTION STRATEGY OVERVIEW

Fig. 19i

(Units)

SUBSTITUTE SHEET (RULE 26)

Fig. 19j

PROMOTION STRATEGY OVERVIEW								
Geog. Unit		Year						(UNITS)
Types of Promotion	Size of Campaign	Sales Targets			Sales Actual			Budget \$ (000)
		(000)	Response Rate	Unit / \$	(000)	Response Rate	Unit / \$	
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL								

Fig. 19K

RANKING OF PROMOTIONS ACCORDING TO COST EFFICIENCY					
Geog. Unit		Year			(Units)
Types of Promotion	Size of Campaign	Sales (000)	Effectiveness Ratio	Units Sold / \$ 10,000	Budget \$ (000)
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
2.					
3.					
4.					
5.					
6.					

International application No.

PCT/US00/24780

A. CLASSIFICATION OF SUBJECT MATTER

IPC(7) : G06F 17/60

US CL : 705/1

According to International Patent Classification (IPC) or to both national classification and IPC

B. FIELDS SEARCHED

Minimum documentation searched (classification system followed by classification symbols)

U.S. CL : 705/1, 10

Documentation searched other than minimum documentation to the extent that such documents are included in the fields searched

Electronic data base consulted during the international search (name of data base and, where practicable, search terms used)
Derwent, EPO, JPIO

C. DOCUMENTS CONSIDERED TO BE RELEVANT

[illegible]

☐ Further documents are listed in the continuation of Box C.

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"O" document referring to an oral disclosure, use, exhibition or other means

"P" document published prior to the international filing date but later than the priority date claimed

—T—

later document published after the international filing date or priority date and not in conflict with the application but cited to understand the principle or theory underlying the invention

-X-

document of particular relevance; the claimed invention cannot be considered novel or cannot be considered to involve an inventive step when the document is taken alone

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document of particular relevance; the claimed invention cannot be considered to involve an inventive step when the document is combined with one or more other such documents, such combination being obvious to a person skilled in the art

- 2 -

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Date of the actual completion of the international search

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